

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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D 8523 B

Brazil's trade surplus soars, Page 4



Amster...	Sch. 18	Indones...	Portugal	Esc 75
Berlin...	De 0.69	Japan...	S. Arabia	Ris 6.00
Brussels...	Fr 2.28	South Korea...	Singapore	S\$ 4.10
Cairo...	Eg 1.00	Taiwan...	Spain...	Pta 100
Geneva...	Sfr 1.50	Thailand...	St. Lucia	Lec 70
Hong Kong...	Hk 2.00	USA...	Sweden...	Skr 6.50
London...	£ 1.00		Switzerland...	Sfr 7.80
Madrid...	Ptas 165		Taiwan...	Nt 5.85
Manila...	Phil 1.00		Thailand...	Ba 5.00
Mexico...	Mex 1.00		USA...	Doll 1.00
Paris...	Fr 2.28		USA...	Doll 1.00
Rangoon...	Rs 1.00		USA...	Doll 1.00
Seoul...	Won 1.00		USA...	Doll 1.00
Singapore...	S\$ 4.10		USA...	Doll 1.00
Tokyo...	Yen 1.00		USA...	Doll 1.00
Yokohama...	Yen 1.00		USA...	Doll 1.00

## NEWS SUMMARY

**GENERAL**  
**Gloom grows in UK coal dispute**

Prospects for an early settlement of the UK's long coal strikes rest on talks scheduled for today and tomorrow between the National Coal Board (NCB) and the National Union of Mineworkers (NUM). Few involved in the dispute seem optimistic about their outcome.

Mr. Ian MacGregor, chairman of the NCB, still has the same demand to reduce capacity by 4m tonnes, including the closure of uneconomic pits. The NUM still insists that the closure programme must be withdrawn. Page 6

**Jackson for Mondale**

The Rev. Jesse Jackson pledged his support to Mr. Walter Mondale as the probable Democratic contender in this year's U.S. presidential election, in the interests of defeating President Ronald Reagan in November. Page 4

**Confidence vote**

The French Government said it would call a parliamentary vote of confidence to overcome opposition delaying tactics over a bill to curb newspaper monopolies. Page 2

**Peace process**

UN Secretary-General Javier Pérez de Cuéllar said he hoped moves towards a new Middle East peace process could begin after this year's U.S. and Israeli elections.

**Kashmir violence**

Police opened fire and used tear gas to disperse stone-throwing demonstrators in Kashmir in violence that followed the replacement of the Chief Minister. Page 3

**Help for passengers**

Hundreds of passengers stranded when Air Florida grounded its aircraft and filed for protection from creditors under U.S. bankruptcy law were offered seats by Pan Am and two small Florida-based airlines. Page 9

**Guatemala poll**

Despite years of political persecution, Guatemala's centre-left Christian Democrats have emerged as the leading party after elections aimed at returning the country to civilian rule.

**Record art price**

Getty Museum in Malibu, California, paid \$3.8m for seven of 71 old master drawings offered at auction at Christie's, the London auctioneers. The drawings, from the collection of the Duke of Devonshire, fetched a UK auction record of £21.1m. Page 6

**Iranian debt**

Iran has failed to pay interest equivalent to 2.6bn yen (\$10.8m) on loans from Japanese banks to finance the Japanese-Iranian petrochemical complex at Bandar Khomeini, southern Iran, industry sources said.

**Chinese reserves**

China reported a sharp rise in foreign currency reserves - at \$15.8bn, roughly five times more than its overseas debt. A central bank report said reserves rose 9.4 per cent in the first three months of 1984, compared with 1.9 per cent the previous quarter.

**Fresh credit**

West German banks are preparing a big new credit for East Germany, Bavarian Prime Minister Franz Josef Strauss confirmed. Page 2

**Bangkok celebration**

Thailand celebrated U.S. Independence Day by giving free vasectomies to 80 men, including two American embassy officials.

**BUSINESS**  
**UK tells Norway of new gas plan**

Britain told Norway of the changes it wanted in British Gas's proposed deal to buy £20bn (\$27bn) worth of gas from Norway's Sleipner field. Page 24. British Petroleum drilled its fifth consecutive dry hole in the South China Sea.

**DOLLAR** fell in London to DM 2.8170 (DM 2.8210), FFf. 8.64 (FFf. 8.6500), SwFr 2.3640 (SwFr 2.3670), but improved slightly to Y239.80 (Y238.65). On Bank of England figures, its trade-weighted index rose to 135.1 (135.0). Page 41

**STERLING** lost ground against the dollar in London, falling 15 points to \$1.3333. It fell to DM 3.7625 (DM 3.77), FFf. 11.5350 (FFf. 11.5650), SwFr 3.1550 (SwFr 3.1625) and Y319.75 (Y320.25). The pound's trade-weighted index was unchanged at 78.6. Page 41

## Bonn to restrict state spending growth to 2.4%

BY RUPERT CORNWELL IN BONN

Herr Gerhard Stoltenberg, the West German Finance Minister, yesterday presented a lean 1985 draft budget, holding public expenditure growth to 2.4 per cent and incorporating a further substantial cut in the federal borrowing requirement.

The proposals, which were settled at a long Cabinet session on Tuesday, foresee total central government spending next year of DM 280.2bn (\$82.2bn). Measured against the originally budgeted outlay of DM 257.1bn for 1984, the increase is a mere 1.2 per cent, far below the Government, perhaps of DM 1.000.

That has been strongly pressed by Herr Friedrich Zimmermann, the Interior Minister, who has become a most visible standardbearer of the environmentalist cause. But Herr Stoltenberg has so far fought the concession on budgetary grounds, and a decision will only be taken in the autumn.

The budget is based on the assumption of 2.5 per cent economic growth next year, Herr Stoltenberg admitted, however, that it would have little impact on unemployment, which stands at 2.11m, or 8.5 per cent of the workforce.

The country's central union federation (DGB) last night bitterly attacked the proposals, calling them "prison for the economy and employment," urging creation of a special five-year DM 50bn investment fund to create new jobs.

In fact, the Government next year is allocating DM 36.2bn to capital investment, an increase of only 2.5 per cent on 1984. In addition, Herr Stoltenberg announced a special DM 1.6bn job programme.

He made clear his basic conviction, however, that only by putting the state's finances to rights could the competitiveness of German industry be improved, and with it the prospects of creating new jobs in the medium term.

The Government's financial strategy is built upon reducing the federal deficit to DM 24bn in financial 1985 from DM 29.5bn this year, and thereafter to DM 22.4bn in financial 1988.

Among traditionally high spending ministries, the largest increase in 1985 goes to defence, which will be

## Maxwell bids for British newspaper group

By Sue Cameron in London

BRITISH PUBLISHER Mr Robert Maxwell's Pergamon Press yesterday offered Reed International "not less than £80m" (\$107m) for Mirror Group Newspapers, which includes the tabloid Daily Mirror.

Pergamon undertook to maintain the group's "political line editorial policies and practices." The Daily Mirror is one of the few popular Fleet Street newspapers to support Labour Party policies. Its 3.49m circulation is the second largest among British dailies.

Mr Maxwell said he was only "fairly" confident of having his bid accepted. He told a press conference last night that Pergamon's offer would be increased to a maximum of £100m "if justified by the financial and other information" no the group.

Reed, which is planning a public flotation of MGN later this month, is expected to reject the offer. Last night Reed issued a firm statement saying it continued to believe that "the interests of Mirror Group Newspapers and its employees are best served by becoming an independent company with a wide spread of shareholders."

Preparations for the listing of MGN on the London Stock Exchange were continuing.

British analysts' estimates of what the MGN flotation might raise have varied from £70m to £85m.

The group includes the Daily Mirror and Sunday Mirror, Sunday People and Sporting Life, all national newspapers, and the Daily Record and Sunday Mail in Scotland. It had a trading profit of £5.2m in 1983-84. MGN's site in Holborn, London, is said to be worth £10m and the group has a stake in Reuters which is valued at £45m.

Mr Maxwell has long had ambitions to own a national newspaper group and recently bought 10 per cent of Fleet Holdings, the Express Newspapers group. He said he would be looking for a 15 per cent return on his £100m investment if his bid were accepted.

Pergamon, which had a pre-tax profit of £33.5m last year, had cash and securities of £220m to support its offer to Reed, Mr Maxwell said.

Barry Riley, Financial Editor, writes: Mr Maxwell is launching his bid for Mirror Group on the basis of a huge personal fortune which has been built up in two main stages over the past 10 years.

In 1974, Mr Maxwell bought back Continued on Page 24  
Lex. Page 24

## Paris explores foreign stakes in Framatome

BY DAVID HOUSEGO AND DAVID MARSH IN PARIS

THE FRENCH Government is exploring the possibility of allowing foreign shareholders to take a minority stake in Framatome, the French nuclear reactor company which is at present 50 per cent owned by Creusot-Loire, the bankrupt heavy engineering group.

Such a plan would be highly controversial, diluting French control of one of France's leading high technology companies. It would, however, represent a way of providing additional cash for restructuring Creusot-Loire and of attracting potential foreign business for France's nuclear power industry, currently suffering from a shortage of orders.

French officials insisted yesterday that no discussions with possible foreign buyers had taken place. Among foreign groups which could, however, eventually be canvassed are GEC of Britain, Mitsubishi of Japan and various continental European groups.

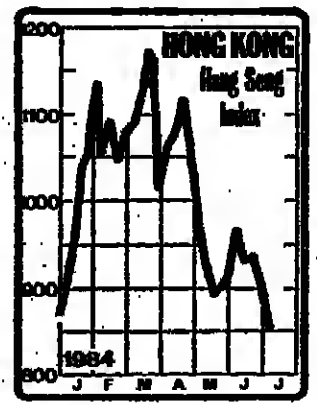
Framatome, whose other shareholder is the Commissariat à l'Energie Atomique (CEA), France's atomic energy commission, said yesterday that the possibility of opening up its capital to foreign shareholders was a "hypothesis that could be envisaged."

CEA, which has progressively increased its stake in recent years after Westinghouse of the U.S. sold its residual holding in 1982, said yesterday that it had no wish to go beyond its current 50 per cent interest.

Among French groups that might be interested in taking a stake, Electricite de France (EdF) is thought to favour a possible holding of a maximum of up to 20 per cent which would give it an inside view of its major equipment manufacturer. Alstom-Atlantique, the state-controlled engineering group which makes the conventional generating equipment for the French nuclear programme, is also a potential purchaser.

Creusot-Loire needs to dispose of its 50 per cent unless it is taken out of bankruptcy by being bought in its entirety by another group, an option which at the moment does not look likely.

Framatome, with a turnover of FFf. 4.4bn (\$508m) and net profits of FFf. 201m in 1983, manufactures pressurised water reactors (PWR) under a technology originally acquired from Westinghouse in the early 1970s. Although it is the main supplier for the ambitious French nuclear programme, with 28 orders for PWRs in France and abroad still to hand, it is already suffering from the slow-down in French nuclear Continued on Page 24



## Crocker property sale may raise up to \$700m

BY WILLIAM HALL IN NEW YORK

CROCKER NATIONAL Corporation, the loss-making U.S. subsidiary of Britain's Midland Bank, has put its San Francisco headquarters up for sale and is investigating the sale or refinancing of its Los Angeles office complex in a series of property transactions that might raise up to \$700m.

Crocker, which has lost \$178m in the last two quarters and is under pressure from the U.S. bank regulators to strengthen its capital ratios, has engaged Goldman Sachs, the U.S. investment bank, to help it to sell its recently completed headquarters complex in San Francisco for a minimum asking price of \$425m.

Crocker is also investigating the possibility of refinancing of its approximately 40 per cent share of the twin-tower Crocker center complex in Los Angeles.

Property dealers estimate that Crocker's share of the 2.2m square feet development is worth about \$250m. As Crocker is a minority partner, they note that a sale or refinancing of the property is more complicated than in the case of the San Francisco building, where Crocker is the sole owner.

The sale or refinancing of both office complexes would give Crocker's balance sheet a powerful boost, since they stand in the books at a considerable discount to their current market value.

When Crocker first announced the projects in early 1979, the reported cost of the San Francisco development was \$115m and the Los Angeles joint venture was \$275m.

Building costs have since escalated and Crocker has not disclosed the total costs of the two investments.

Mr Frank Cabouet, who took over as chief executive of Crocker National Bank, the main operating subsidiary, earlier this year, said in April that Crocker's strategy was to reduce its investment in its headquarters buildings "thereby realising substantial market gains in order to strengthen our balance sheet." He emphasised that Crocker would continue to occupy the newly completed office complexes, even if they are sold. In common with several Californian banks, Crocker is anxious to cash in on the boom-time office property markets in downtown Los Angeles and Sao Francisco.

Crocker's San Francisco headquarters at 1 Montgomery Street, one of the city's most prestigious addresses, includes a glass-domed shopping centre, known as Crocker Galleria, as well as a 38-storey office tower.

San Francisco property brokers say Crocker is asking a high price.

It is understood that Crocker has not made up its mind what to do with its stake in the Los Angeles Crocker Centre, consisting of a 94-storey and a 44-storey tower which it shares with several other partners. Neither building has been fully let yet.

Crocker is due to report its second-quarter results on July 17 and there has been considerable speculation among Wall Street analysts that it will show a loss for the third quarter running because of the need to put its Argentine loans on a non-performing basis.

Crocker has the second-highest relative exposure to Argentina of any leading U.S. bank - equivalent to a third of its primary capital.

U.S. bank regulators have been concerned by Crocker's deteriorating financial performance.

Bad debts for Canadian banks, Page 25

## Peugeot drops plan for engine plant

BY KENNETH GOODING IN LONDON

PEUGEOT of France has postponed indefinitely its plan to set up a big new plant to produce an engine developed jointly with Fiat, the Italian car group.

The decision was undoubtedly influenced by Peugeot's parlous financial position. The group, which takes in Citroën and Talbot as well as Peugeot, has not made a profit since 1979. Last year its losses reached FFf. 2.5bn (\$288m) compared with FFf. 2.15bn in 1982.

Peugeot pointed out yesterday that the group already had a highly competitive small petrol engine, similar to the one developed with Fiat. "So we have not such an urgent need for an engine in the 1-litre class."

Fiat and Peugeot announced in 1980 their intention jointly to develop a new engine range between 1 litre and 1.5 litres, which would have exceptionally low fuel consumption.

The original intention was for two identical plants to be put up side by side in southern Italy. Each would produce 500,000 engines a year on highly automated equipment.

After the Socialist Government was elected in France, Peugeot was persuaded to site its facility somewhere in France.

Fiat meanwhile has pressed ahead and will launch the new engine in September this year.

The Italian group says Peugeot has shown some interest in buying the engines from the Fiat plant but there is unlikely to be enough spare capacity for a worthwhile deal to be concluded.

Peugeot uses a small engine program Continued on Page 24  
Lex. Page 24

## EEC call for an extra Ecu 2bn

BY QUENTIN PEEL IN BRUSSELS

THE EUROPEAN Commission decided yesterday to press ahead with its demand for the 10 member states of the EEC to finance a supplementary budget of more than Ecu 2bn (\$1.8bn) this year, largely to finance the increased costs of the Community's agricultural policy.

The decision was taken at the weekly Commission meeting in Brussels, in spite of strong pressure from several members - led by Britain and West Germany - for spending cuts to be made instead.

Final details of the supplementary budget, to be presented to a meeting of the European Parliament's budget committee next week and to finance ministers of the 10 the week after, are expected to be completed in the next two days.

The financing gap, mainly a result of the inexorable increase in the cost of buying and storing surplus agricultural production, is expected to be somewhat less than first estimated last April, at Ecu 2.1bn rather than Ecu 2.3bn.

Officials insisted yesterday, however, that the reduction was because of technical factors such as the changing Ecu-dollar exchange rate rather than as a result of any specific saving measures.

The one apparent concession made by the Commission has been to drop its original proposal to finance the deficit by borrowing, which was widely regarded as being outside its powers.

Instead, EEC finance ministers will be asked to provide an "advance against own resources" - effectively an early payment of the increased contributions which member states have agreed in principle to provide during the course of 1985.

Commission officials insist that the increased spending is necessary to finance agreed Community policies, and that there has been no objective change in the situation since April when the overspending was first identified.

Although they recognise that savings could be made - primarily by postponing spending from 1984 to 1985 - they argue that such a course would almost certainly cost more in the long-run, with the need to store surpluses such as the 1m tonne butter mountain for an extended period.

Third World plea, Page 4; Irish milk smuggling, Page 24

**CONTENTS**

Europe	2	Editorial comment	22
Companies	27	Eurobonds	42
America	4	Euro-options	35
Companies	25	Financial Futures	41
Overseas	3	Gold	40
Companies	26	Int. Capital Markets	42
World Trade	4	Letters	24
Britain	6, 9	Lex	29
Companies	30-32	Market Monitors	33
Agriculture	40	Men and Matters	22
Appointments advertising	10-20	Mining	31
Arts	21	Money Markets	41
Business Law	21	Raw materials	35-34
Commodities	40	Stock markets -	33
Currency	38	- Wall Street	33
Currencies	41	- London	35-37
		Technology	29
		Unit Trusts	38-39
		Weather	24

Brazil: trade surplus reaches record high	4
Editorial comment: the dollar; Lebanon	22
Britain: row refuses to die over London council	22
Lombard: playing economic policy games	23
Economic Viewpoint: upcoming capacity crunch	23
Lex: UK publisher's £80m bid; Sealink	24
Stockbroking: A. G. Edwards bucks the trend	28
Law: an English-German commodity battle	28
Technology: AT&T unfurls its battle flag	29
New Zealand: Survey	Section IV

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EUROPEAN NEWS

Mme Cresson seeks a shift from grandiose foreign contracts, writes David Housego  
**Super saleswoman lowers French sights**

"THE salesman's job has always been underrated in France," says Mme Edith Cresson who in 15 months as Minister of External Trade has transformed herself into France's super-saleswoman. My aim is to demonstrate its importance."

She accuses her predecessors in the post of spending too much of their time winging round the world negotiating large turn-key projects with developing countries. "Ministers used to come back announcing that they had signed the contract of the century. But now there are less and less contracts of the century and soon there will be no more," she says.

She believes that throughout the world the number of large contracts available to western companies, and which were an important plank in French sales abroad, is sharply on the decline.

She has thus shifted the emphasis of her Ministry to the more mundane task of expanding French exports of standard consumer goods and industrial equipment. She has mounted a crusade to push small- and medium-sized companies who relied exclusively on domestic sales to hunt for markets overseas.

"Our aims must be more modest," she says. "We must concentrate on clients who can pay and products that can be sold in quantity."

In pursuit of that goal she has organised crash programmes in France to make French busi-

nessmen more aware of export opportunities.

"Compared with West Germany, Holland and Britain, we have fallen well behind in marketing," she says. She blames the previous government for not doing enough to encourage French companies, in explaining to them that to sell abroad, they need to know the market and find a distribution network."

As Minister she has thus mothered parties of French businessmen around the world. She took a party of 200 to the U.S. earlier this year, has toured the Middle East and South East Asia, and ferried 30 company chairmen to Mexico.

French industry was initially suspicious of her as both a Socialist and a woman with no business experience. They have since come to admire her sense of publicity.

Like a well-trained actress, she can snap on charm. She can be glamorous, tough, efficient and warm. She is liked in her Ministry because she masters her briefs and fights for them in Cabinet.

Her tactics are often brazen. In Mexico she ushered the company chairmen into the President and then helped smooth their path in their negotiations with Ministers.

But they are tactics that often seem to work. Officials quietly credit her with some of the increase in exports France achieved last year particularly in the U.S.

Before taking over the Minis-



Mme Cresson: tactics often brazen.

on the Ministry of Finance for seconded personnel. M. Raymond Barre, who was Minister of External Trade in 1976, used the job which provides a window on the French economy through the trade statistics, to highlight the damaging consequences of the deflationary programme of M. Jacques Chirac, then Prime Minister. He was rewarded by being made Prime Minister and Finance Minister.

M. Michel Jobert, Mme Cresson's predecessor, complained that being dependent on the Ministry of Finance for his administrative services left him powerless.

He resigned in protest while prophesying that the government's economic policies would drag France into the arms of the IMF. But M. Jobert was an odd man out in the government. As a left wing radical he had no standing in the Socialist party and little in the cabinet.

Mme Cresson has concentrated on the role of saleswoman. A friend of President Mitterrand, but not part of his inner circle, she took over at the post at an opportune moment. The austerity measures announced in March 1983 forced companies to look abroad because of the squeeze on the domestic market. At the same time the government desperately needed to boost exports to reduce the trade deficit.

Mme Cresson concedes that with the domestic market expanding again next year as France heads for a marginally higher growth rate than its

trading partners, there is a risk that companies will switch back to concentrating on sales at home.

"Naturally there will be failures," she says. "There will be some companies who say 'we can now return to the domestic market.' But others will have got a taste for exporting."

In practice shifting the Ministry's priorities from backing French industry in the fight for large scale contracts to providing support for more run of the mill exports in industrialised markets will be a long haul.

Not only do French companies have inadequate distribution networks abroad. But French government commercial services are also inadequately geared to exploiting opportunities in industrialised country markets. The shift in direction was begun before Mme Cresson arrived and has since been vigorously continued.

If Mme Cresson sees herself as first and foremost France's sales lady abroad, she is also a passionate advocate of a joint European export drive. "Everywhere I go in the Middle East or in South East Asia," she says, "people tell me that they have no problem in buying French, British or German. But they say we would prefer to buy European. Everywhere I am told 'make more European products.'"

She believes that joint European ventures like the Airbus and the Ariane rocket have done wonders for the image of European technology.

**Howe trip strikes sparks in Moscow**

By David Buchan in Moscow

IN BRITAIN, Sir Geoffrey Howe may be better known for his low-key public persona. But his brief trip to Moscow set off more sparks with the Soviet leadership than that of any other Western minister this year.

Usually, both sides save the mutual recriminations until the Western minister is safely airborne for home. But while Sir Geoffrey was still on Soviet soil, a senior Moscow spokesman was saying that Soviet and British positions were "diametrically opposed" on many issues. Nor had two days of talks narrowed the gap.

Sir Geoffrey countered by ridiculing with uncharacteristic sarcasm the Soviet arms control position as illogical and inconsistent and tending to score "own goals."

For all the modest fanfare attendant on the first working visit by a British Foreign Secretary for seven years, the early signs are that his trip has not achieved any breakthrough or given a fresh boost to the incipient Anglo-Soviet dialogue of the past year.

Despite Sir Geoffrey's assurance—direct from the White House, he said—that the Americans would talk about space weaponry without pre-conditions or including nuclear missiles, Pravda again yesterday laid into the extremely unceremonious and obstructive "attitude of the U.S. towards its proposed negotiations on anti-satellite and anti-missile weapons."

**BL to appeal over EEC Commission fine of \$277,000**

BY PAUL CHEESRIGHT IN BRUSSELS

BL, the state-owned UK car manufacturer, is to appeal against a fine of over \$277,000 imposed by the European Commission which alleges that the British company broke EEC competition rules.

The Commission maintains BL has been trying to deter British importers from buying cheap new Austin Metros on the continental European market.

BL has also been ordered to stop charging £100 for the documentation needed to register an imported Metro.

A spokesman for Austin Rover, BL's volume car subsidiary, said last night, however: "We do not agree with the decision taken by the Commission and we intend to appeal against it."

The case arose because of the sharp price differential between British and continental European car prices. A Metro 1000 in the UK costs net of tax, 40 per cent more than in Belgium, according to research by the European Bureau of Consumer Unions.

Importers have found it profitable to buy a left-hand-drive Metro in Europe, bring it to the UK, convert it to right-hand drive and then sell it.

The Commission fine on BL is the first it has imposed since it started a series of actions designed to break the insulation of the highly priced UK car market from the lower-priced continental European one.

Country	Price
UK	£3,800
Belgium	2,400
France	2,400
Germany	2,400
Italy	2,400
Netherlands	2,400
Spain	2,400
Sweden	2,400
Switzerland	2,400
West Germany	2,400

These actions have involved Ford and Fiat.

Consistently the Commission has backed the right of companies to trade outside the established lines of distribution — so-called parallel importing — in the interests of allowing consumers in one country access to products in another. It has applied this principle not only in the motor industry but in others such as pharmaceuticals.

The fine on BL of Ecu 350,000 (\$277,000), would have been higher, officials explained, had BL not been co-operative during the Commission investigations. BL has accepted that it will make available to continental European dealers right-hand drive cars. These could then be resold in the UK.

The Commission move against BL was taken under Article 88 of the Treaty of Rome, the legal basis for the EEC. It was charged with abusing a dominant position.

The case started after a so-far unnamed British importer complained to Brussels about BL practices.

**Cabinet to call vote of confidence over Press Bill**

BY OUR PARIS CORRESPONDENT

THE FRENCH Government sought yesterday to cut short the Parliamentary battle over its Press Bill by making it an issue of confidence in the National Assembly.

The Government's decision came as the right wing and centrist opposition made it increasingly clear that it would use every parliamentary tactic available to prevent both the Press Bill and the new legislation on private schools from being approved by the Senate and the National Assembly. The opposition's attitude has

hardened since the defeat of the left in the Parliamentary elections on June 17 and the mass rally in Paris in defence of private schools the following Sunday.

The opposition increasingly considers that the Government has no national mandate to pass the Bills and thus sees itself justified in paralysing the work of the Assembly.

The Government has convened an extraordinary session of the Assembly which for the first time in the history of the Fifth Republic is likely to last

through the summer months. But on Monday M. Alain Madelin, one of the most active of the opposition deputies, said that the Government would still fail to get the Bills through.

Since the opening of the debate on the second reading of the Bill on Monday only 10 of the 500 amendments tabled have been heard. Opposition speakers delayed the proceedings through points of order, requests to suspend the session and the denial of a quorum.

In the Senate, where the

opposition is in a majority, M. Bernard Pons, deputy leader of the neo-Gaullist RPR, has declared that a Government refusal to concede a Senate demand for a referendum on the private schools issue would create a "revolutionary situation."

In announcing the Cabinet's decision yesterday to make the Press Bill an issue of confidence, M. Roland Dumas, the Prime Minister, Pierre Mauroy. The Press Bill is aimed at limiting the concen-

tration of ownership of the Press. Its intent is to force M. Robert Hersant, the right wing owner of the daily Le Figaro and other national and provincial papers, to divest himself of some of his titles.

On the first reading of the Press Bill, 2,598 amendments were tabled—a record under the Fifth Republic. Because of similar delays over the private schools Bill, the Government made it an issue of confidence on its first reading in the Assembly.

**Greek law attacked by insurance companies**

BY ANDRIANA IERODIACONOOU IN ATHENS

THE GREEK Insurance Association, the largest association of private insurance companies in the country, has accused the Government of forcing its members out of business through a law which effectively obliges all firms financed by state banks to be insured with public sector companies. The greater part of the Greek banking system is state-owned or controlled.

The law, passed by the Socialist Administration in May 1982, says that firms must follow their banks' recommendation on which insurance company to choose. According to Mr Nicholas Adamantidis, the Insurance Association president, this business is the business of Greek public sector insurance companies and away from the 150 private companies in the market.

Association figures show that between 1982 and 1983 the Greek private firms' share of fire property premium income shrank from 41 per cent to 38.3 per cent, while the public sector firms' share increased from 59 per cent to 61.7 per cent.

According to Mr Adamantidis, in the autumn of 1982 the EEC notified the Greek Government that the new law violated Community regulations on free competition and other regulations. A resulting circular issued by the Greek Commerce Ministry telling firms that the required bank recommendation need not be binding had been totally ignored by everybody, Mr Adamantidis said.

Mr Andreas Kazantzis, the Assistant Commerce Minister, said yesterday that the ministry was investigating the matter.

**Political dialogue**

Pravda put the meeting between President Konstantin Chernenko and Sir Geoffrey Howe on its front page with a picture and a brief reference to the stress on Britain's interest in continuing the political dialogue with the Soviet Union. But his news conference went virtually unreported.

It seems likely that the Anglo-Soviet dialogue, which had seen an accelerating exchange of visits by lower level ministers from both countries, has now probably hit a plateau.

It is unclear when or if Mr Andrei Gromyko, the Soviet Foreign Minister, will take up his invitation to go to London, recent speculation about an early visit to Moscow by Prime Minister Margaret Thatcher, following her February trip to Hungary, is still unconfirmed.

Several factors lie behind the surprisingly tough performance of the mid-manned Foreign Secretary. One is simply the contrast with earlier visits here by Western visitors.

Francis Mitterrand offset his one bold reference to Dr Andrei Sakharov, the Soviet dissident, in a Kremlin speech with otherwise conciliatory statements. The other important Western visitor here, Herr Hans Dietrich Genscher, the West German Foreign Minister, was blunt but more cryptic than Sir Geoffrey.

The British minister also appeared a little surprised by the tough Soviet line on most foreign policy and arms control issues. He certainly hardened his approach during his two days here, so that the tone of his news conference was not noticeably sharper than his speech on his first day.

When Sir Geoffrey met President Chernenko in the Kremlin, he went straight from remarks about the weather and his evening at the Bolshoi to saying that he had had much to disagree in his five hours of talks with Mr Gromyko.

The succeeding dialogue cannot have been much smoother since Mr Gromyko, who though a few years senior to Sir Geoffrey, is a more shrewdly short-breathed negotiator. Mr Chernenko gave every impression of running Soviet foreign policy.

**Communists in Italy 'fully independent'**

ROME — Newly elected Italian Communist Party General Secretary Alessandro Natta said today the party was fully independent of Moscow and had no intention of making pilgrimages to eastern Europe.

At his first news conference since becoming head of the West's largest Communist party last week, Natta said Italy was right to belong to Nato, but the Government should insist the military alliance worked for peace and detente.

Natta said it was only a matter of time before the five-party coalition government of Prime Minister Bettino Craxi collapsed because of internal contradictions.

"As far as our autonomy (from Moscow) is concerned, I say we have no further to go," Natta said. "The international autonomy of the party is complete."

He may make trips abroad, perhaps to socialist countries, but they will not be pilgrimages and I do not feel part of any sort of church," Natta said.

He said his party had criticised the Soviet intervention in Afghanistan and over martial law in Poland. The criticism led to an angry war of words between the Italian and Soviet communist parties in 1982.

He said Italian communists would continue to criticise in the hope of encouraging greater democracy in Socialist countries.

**Dutch discuss farmers' aid**

By Walter Ellis in Amsterdam

THE DUTCH Cabinet discussed the possibility yesterday of national aids to farmers to help to compensate them for losses they are likely to suffer as a result of agricultural reforms being brought in by the European Community.

Mr Gerrit Braks, Agriculture Minister, did not put specific proposals to his colleagues but it is understood to have raised the subject in the context of the 1985 Dutch budget, now being discussed.

Mr Braks would like to introduce an aid programme similar to that drawn up recently by the West German Government. The German scheme is resorted by the Dutch, who feel it will hit at exports to the federal republic of fruit and vegetables.

**Driving wedges**

Another irritant to the British side was the Soviet persistence in trying to drive wedges not only between the U.S. and its European allies, but also between the West Europeans.

For all Sir Geoffrey's ridicule, Soviet political commentators see no inconsistency between appearing to negotiate now in some areas, such as space weapons, and not in others, such as Start and Intermediate Nuclear Forces.

They say that on space weaponry, the urgency in preventing a new extra-terrestrial dimension to the arms race outweighs, for the Soviet Union, the risk that President Ronald Reagan will play pre-electoral politics with it. But for INF and Start, the calculation is quite the reverse.

The message that Sir Geoffrey put across is that "the world cannot afford the politics of the empty chair." The more that message is put over, not only to American, but also in English, French, German and Italian, the sooner it will penetrate the Kremlin, he believes.

**West German mechanical engineering orders rise**

BY JONATHAN CARR IN FRANKFURT

ORDERS TO the West German mechanical engineering industry rose by 15 per cent in real terms in May against a year earlier, despite the metalworkers' strike which began the same month.

While foreign demand jumped by a real 19 per cent, domestic orders were up only 10 per cent—possibly reflecting the first impact of the metalworkers' strike.

Only the figures for June will give clear evidence of how far the strike has affected the sector, the country's second biggest branch of industry in turnover terms.

However, it is already plain that the vehicle industry (the biggest sector), has suffered most from the strike, with pro-

duction losses coming close to 400,000 cars and lorries.

A survey released today shows that at least until shortly before the strike began, West German industrialists, buoyed by last year's improved profits, were planning to boost their fixed asset investment markedly.

According to the survey, taken in March and April, investment was likely to rise by about 2.5 per cent in real terms in 1984 after virtually stagnating last year.

It remains to be seen whether the strike has altered these investment plans—perhaps even brought a rise in investment to rationalise as a result of increased costs caused by the stoppage.

**Bonn puts condition on East German bank loan**

BY LESLIE COULT IN BERLIN

EAST GERMANY is to receive a West German Government-backed bank loan which appears to be linked with the improved access by East and West Germans to each other's countries.

Herr Franz-Josef Strauss, the Bavarian Prime Minister, confirmed the loan yesterday after it had been reported in the West German Press.

He said the Federal Chancellery in Bonn had apparently asked Deutsche Bank to head a consortium which would grant a loan to East Berlin's Deutsche Aussenhandelsbank.

West German newspapers have previously said East Germany would receive a loan of DM 800m (£243m) with the political backing of the Bonn Government.

Herr Strauss, who heads the Christian Social Union which is part of the Bonn coalition, was instrumental in the granting last year of a DM 1.5bn loan to East Germany. He said it appeared that East Germany would again put up as a surety the payments it will receive from Bonn this year for Western use of the East German Autobahn to West Berlin which amounts to DM 620m.

The chief West German spokesman, Herr Peter Bönisch, said high level negotiations between Bonn and East Berlin to improve access by East and West Germans to each

other's countries have made good progress. He said he could not reveal details as the talks were still in progress and could be harmed by any breach of confidence.

They are being co-ordinated by Dr Philipp Jenninger, Chancellor Helmut Kohl's chief aide on relations with East Germany, and Professor Herbert Heberich, the East German politburo member responsible for relations with Bonn.

West German newspapers have reported that East Germany was rethinking to allow more of its citizens to travel to the West and to lower the currency exchange requirements for West Germans entering the East. These were tripled in 1980 and which led to a sharp drop in travel to East Germany.

East Berlin was said to be willing to allow 5,000 extra citizens to leave for West Germany this year if the West German permanent mission in East Berlin barred East Germans seeking to leave for West Germany taking refuge in the building.

Herr Karsten Voigt, a prominent member of the opposition Social Democrats, who held talks with Prof Heberich in East Berlin this week on security questions, said East Germany intended to take some "counter-steps" to permit a larger number of its citizens to visit West Germany.

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OVERSEAS NEWS

Uranium ban 'would harm Australian disarmament moves'

BY MICHAEL THOMPSON-NOEL IN SYDNEY
MR BILL HAYDEN, the Australian Foreign Minister, argued strongly yesterday for continuation of the Australian uranium industry...

Kashmir police clash with protestors

SRINAGAR — Police opened fire and used teargas yesterday to disperse stone-throwing demonstrators in Kashmir...

Lebanese army cheered on Beirut streets

BEIRUT — Lebanese army troops met no resistance as they fanned out in the Christian and Moslem halves of Beirut yesterday...

The third day of the operation is to be devoted to re-opening Beirut's port and international airport and securing the roads to the two facilities...

Philippines seeks debt moratorium extension

By Emilia Tagua in Manila
THE PHILIPPINE Government has asked foreign commercial creditors for another 90-day moratorium on repayments...

Rapid expansion brings anxiety, Bob King reports from Taipei
Taiwan economy set for expansion

THE TAIWAN economy appears to be headed for another year of high growth, in which the real increase in gross national product is likely to exceed 9 per cent...

miserable showing for Taiwan, where real annual growth averaged 10 per cent during the 1970s. Most factories continued to operate during the recent recession...

per cent during the period to \$8.9bn, leading planners to project a record trade surplus of more than \$8bn for 1984, compared with \$4.8bn last year.

The relatively strong position of the U.S. dollar, which appreciated nearly 50 per cent against other major currencies between 1980 and late 1983...

Muzorewa release rejected

BY TONY HAWKINS IN HARARE
A ZIMBABWE Government tribunal has recommended that former Prime Minister Bishop Abel Muzorewa, detained by Mr Robert Mugabe's Government last October, be kept in detention at least until September...

Israeli strikes widen

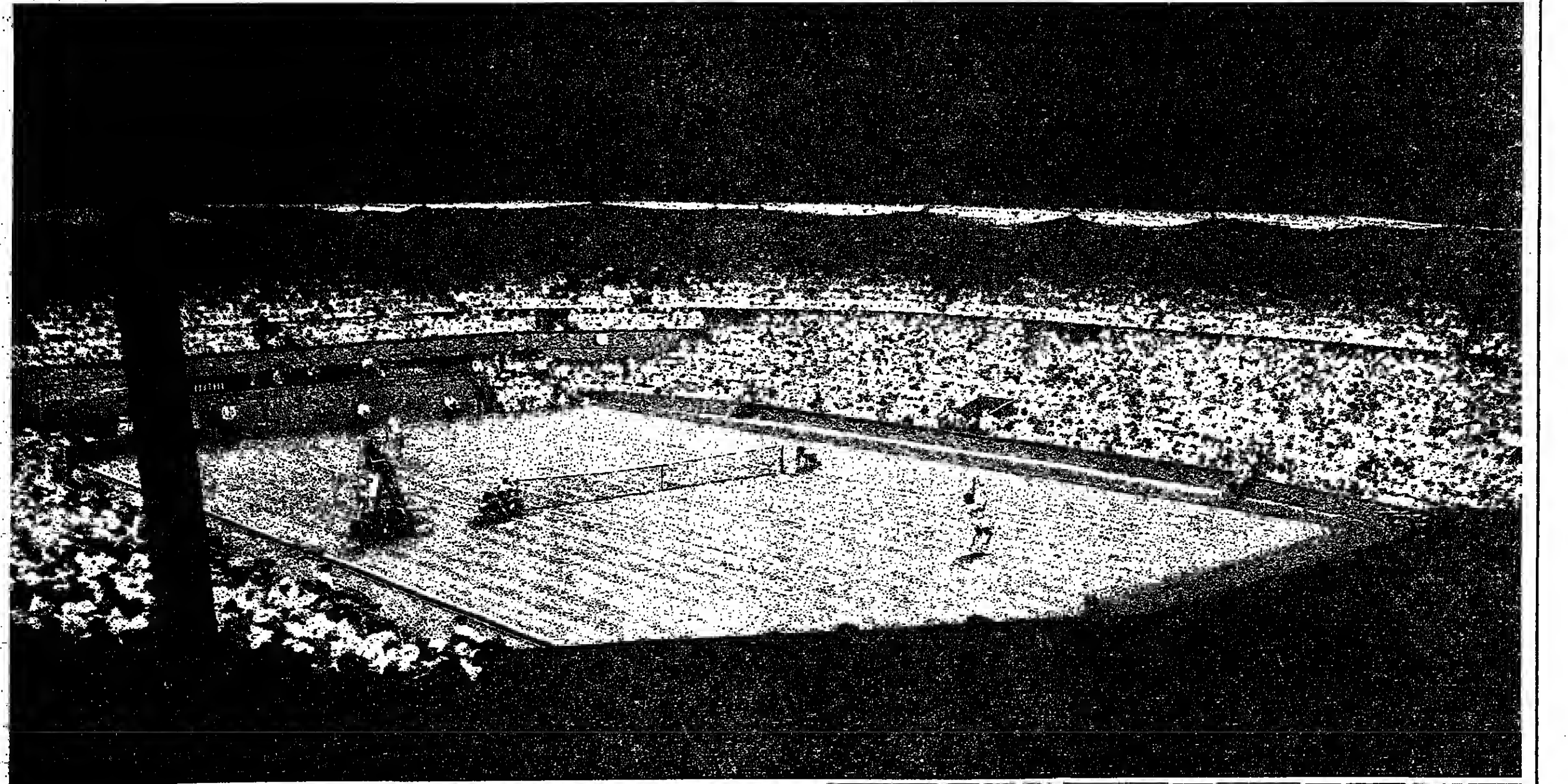
ISRAELI STRIKES WIDEN
Israeli was hit yesterday with a widening wave of strikes that disrupted services ranging from electricity and water supplies to sessions of the rabbinical courts...

Freer imports 'a priority'

TAIWAN'S new Government has named import liberalisation as its top priority for the next two years, a remarkable contrast to the traditional focus on maintaining export growth...

Israeli strikes widen

ISRAELI STRIKES WIDEN
Israeli was hit yesterday with a widening wave of strikes that disrupted services ranging from electricity and water supplies to sessions of the rabbinical courts...



How times have changed at Wimbledon.

Wimbledon. Organised to raise funds for a new lawn roller in 1877. Mildly international by 1907. The dream of the world's most gifted tennis players for something over seven decades.

The original courts for "the new game of lawn tennis" were shaped like an hourglass. The hourglass went, but timing is still everything for Wimbledon champions. And it is Rolex who measure the score, time and duration of matches.



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AMERICAN NEWS

Jesse Jackson pledges support for Mondale

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

THE REV Jesse Jackson has pledged his support to Mr Walter Mondale as the probable Democratic contender in this year's U.S. Presidential elections, in the interests of defeating President Ronald Reagan in November.

After a meeting between the two men in Kansas City, Mr Jackson nevertheless made it clear that not all the issues that have divided them had been resolved and that he intended to keep his own Presidential candidacy alive until the San Francisco Democratic convention later this month.

Mr Mondale's advisers said that after Tuesday's talks they were confident that the convention would be conducted positively and with minimal disruption. Mr Jackson said that convention "debates" should not be mistaken for divisions that would prevent the party from uniting against Mr Reagan.

Calling Mr Mondale a "likely nominee," Mr Jackson for the first time said that Mr Mondale had "won the nomination fairly." But he made it clear that party rules governing the selection of convention delegates, which he considers unfair, were one of the issues that had yet to be resolved.

The Mondale campaign has been anxious to win Mr Jackson's support in the November election campaign because of his massive influence with black voters. The former Vice President's advisers remain concerned, however, about the potentially negative impact on the Jewish

Shultz aims to reaffirm Pacific alliances

By Our U.S. Editor in Washington

MR GEORGE SHULTZ, U.S. State Secretary, leaves tonight for a 12-day tour of the Far East, Australia and New Zealand intended to reaffirm U.S. support for its Pacific alliances.

After a brief stop in Hong Kong, Mr Shultz is to travel via Malaysia and Singapore to Indonesia for a ministerial meeting of the Association of South-east Asian Nations (Asean) on July 12 and 13. He is then due to visit Australia before attending the annual Australia-New Zealand-U.S. (Anzus) pact ministerial council in Wellington.

U.S. officials said the main thrust of Mr Shultz's trip will be to re-emphasise U.S. support for Asean, now the U.S. fifth largest trading partner, and Asean's strategy of working for the withdrawal of Vietnamese occupation forces from Kampuchea.

The U.S. will have no specific new proposals on Kampuchea, officials said. Mr Shultz will want continued backing for the Asean strategy, which is to hasten the inducement of trade and economic benefits to Vietnam if it withdraws its forces.

The State department believes a political settlement in Kampuchea could, in time, remove or reduce the growing Soviet military presence in Vietnam.

Officials stressed, however, that Vietnam would also have to co-operate on the continuing problem of the Americans listed as missing in action in the Vietnamese war before consideration could be given to normalising U.S.-Vietnam relations.

The U.S. has provided security assistance, was bearing the main burden of the fighting and the refugee problems it had created, he said.

The portion of the trip that could embarrass Mr Shultz will be his visit to New Zealand, where he arrives the day after the snap general election called by Mr Robert Muldoon, the Prime Minister, for July 15.

The opposition Labour Party, which has a fair chance of winning the election, is committed to banning U.S. nuclear-armed ships from New Zealand and renegotiating the Anzus alliance.

FIGUEIREDO CALLS FOR URGENT TALKS WITH WEST TO RELIEVE DEBT BURDEN

Brazil's trade surplus soars to record high

BY ANDREW WHITLEY IN RIO DE JANEIRO

BRAZIL'S external trade soared to new records in June, producing a surplus for the first half of the year of \$6.65bn (£4.5bn). This is well above the most optimistic expectations and equal to the whole of the 1983 record surplus.

As a result of this strong trading performance was announced it was revealed that President Joao Figueiredo had sent a letter to President Ronald Reagan calling for urgent talks with Western industrialised countries of ways to relieve the developing world's debt burden.

The letter, sent on Tuesday, was prompted by the recent rise in U.S. prime rates, and is the latest in an exchange of correspondence between Western leaders and their Latin American counterparts in the wake of the Cartagena summit of the region's main neighbours.

Announcing the figures, Sr Carlos Vazquez, the Foreign Trade chief, forecast that Brazil would achieve a surplus of \$11bn "with ease" in 1984. This will reduce significantly the country's borrowing requirements for the year from the international capital market.

In June, exports, helped by a strong performance from coffee, hit the record figure of \$2.51bn. Imports, at \$1.2bn, remained low showing no signs of recovery.

In the excitement over the trade surplus—currently by far the brightest star in the Brazilian economic firmament—little official attention is being paid to the possible danger signals for the economy represented by the continuing decline in imports.

Less agreeable to the economic authorities will be the need, once again, to request

Brazil next month, on one of the Fund's regular inspection visits and the indication problem is certain to be on the top of the agenda.

Privately, officials acknowledged that Brazil has breached the agreed ceilings for three indicators: the nominal public deficit, monetary base and means of payment. To blame is the persistence of inflation at levels considerably higher than had been anticipated.

The monthly rate of inflation now looks firmly stuck in the 9 to 10 per cent range—producing an annual rate of around 230 per cent—and the Government is casting around for new ways to tackle the problem. Price controls are being modified or abandoned, in a number of key sectors, such as public utilities and vehicles.

An IMF mission is expected in

Aluminium producers shrug off the jitters

BY IAN RODGER

THE aluminium industry is nothing if not volatile. A little over a year ago, the market price of aluminium ingot was around 50 cents per pound. By last November, it had jumped to over 80 cents and now it has settled back down again to around 65 cents.

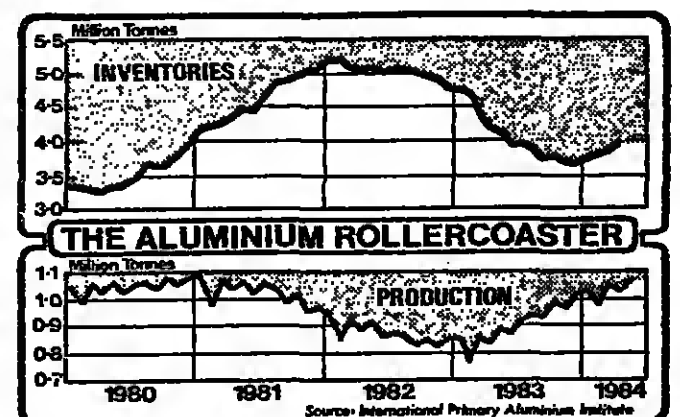
A year ago, U.S. producers were all rushing to reopen smelters to take advantage of surging demand. In the past month, three of them, Aluminium Company of America, Kaiser Aluminium and Chemical and Marlin Marietta have announced smelter closures.

Is another dreadful slump, like that of 1981 and 1982, on the way, or is this just an inevitable correction to the enthusiastic response of production that has occurred in the past year?

Producers hope that it is just a correction, and there is considerable evidence to support the optimistic view. Production and inventory trends have been fairly stable in the past six months and Western world consumption is expected to rise a healthy 8 per cent this year. But there is also a lot of nervousness about the course of the U.S. economy.

The U.S. market is crucial to the aluminium industry. Whereas only about a quarter of the Western world's steel is consumed in the U.S., nearly 40 per cent of all aluminium is used there.

Most of the traditional markets for aluminium are highly volatile. Until recently, about half of all aluminium alloy went into transportation and building products, such as aircraft and truck trailers and siding and window frames for buildings.



Source: International Primary Aluminium Institute

Typically, these sectors also tend to lead an economic recovery and fade when the emphasis shifts to spending on capital goods. Demand for common alloy sheet, used widely in house construction, has softened in recent months in line with the slump in U.S. house-building, and Alcoa withdrew a planned 5 per cent increase in May.

However, apart from that market, and some general softness attributed to the approach of summer holidays, producers say that business is holding up well.

was \$901.5 a tonne compared with \$1,123 in January.

The fall in prices has made some smaller US-competitive plants, Alcoa said it was reducing production in Washington state and Tennessee.

Today, there is a lot of government-owned smelting capacity, especially in Western Europe, that tends to continue producing regardless of market conditions, thus exacerbating supply and making the bad times much worse than they used to be.

Meanwhile, the sharp increase in energy costs has hurt the competitiveness of a lot of older smelters, and markedly improved the position of those with access to low cost electricity, notably Alcan.

The Canadian company, which used to play the role of swing supplier, suddenly changed its policy in the last recession, carrying on a high rate of production. The U.S. producers appear to have accepted that they are now the swing suppliers. And their recent cutbacks, which involve a modest 104,000 tonnes of capacity in all, suggest that they will be very effective in their role, responding quickly and sensitively to changes in market conditions.

That too may help to remove some of the traditional volatility in this industry.

Argentina embarks on austerity programme

PRESIDENT Raul Alfonsín's Government has ordered sharp price increases for petrol, transport and public utilities — the first steps in an austerity programme sought by Argentina's creditors, writes Reuters from Buenos Aires.

The Government also called for a modest 12 per cent wage rise for the private sector, far behind June's estimated 17.3

per cent inflation over the previous month. It said public sector wage rises would be announced later.

The President said that the effort of the state, which had to set an example, will be aimed at ending the inflationary spiral and at (implementing) austerity measures that will be furthered and adopted day to day," Sr Jose Ignacio Lopez, the Presidential Press spokesman said.

WORLD TRADE NEWS

UK group wins first big Malaysian order since ban lifted

A 30 PER CENT Malaysian associate of Henry Boot International, the British engineering group, has won a major portion of a \$217m telecommunications contract from the Malaysian Government.

The contract is significant in that it is the biggest won by a British company since the lifting of the "buy British last" directive of the Prime Minister, Dr Mahathir Mohammed, in April last year.

The contract, for the construction and equipping of microwave stations, is the last major package of \$12bn modernisation programme of the Malaysian telephone system.

Under the deal, IIT, the U.S. telecommunications group, will supply microwave equipment worth about \$100m and the (\$54m), while Treggo Bina will undertake the design and construction of 200 buildings and towers throughout East and West Malaysia for Ringgit 270m. Treggo is partially owned by Datuk Razak Bin Yusoff, a prominent Malay accountant

Bernard Simon reports from Toronto on provincial taxes that exasperate EEC negotiators Canadian liquor laws sour wine row with Brussels

"WE'VE reached the end of our tether," complains a member of an EEC delegation in Ottawa, who is engaged in a dispute over Canadian curbs on wine and spirits imports.

His exasperation is understandable, but no solution to the problem is in sight. EEC countries, divided among themselves on the issue, have to negotiate with the Federal Government in Ottawa which has little control over provincial authorities regulating Canada's drinks trade. A further complication is that Canadian complaints against the EEC in wine and other products; some negotiators think that talks on wine and spirits may eventually be linked to Canadian complaints about EEC cuts in duty-free newspaper imports.

Each of Canada's 10 provinces has its own set of complex liquor laws. In an effort to protect local producers and at the same time bolster Government coffers, the provinces have a bewildering variety of duties and taxes on imported wine and spirits, including even those "imported" from other parts of Canada. The North-West territories are in the unique

position of imposing higher duties on Canadian table and fortified wines than on products from other countries.

The EEC's complaints are directed mainly against Ontario which is the biggest market for liquor, but also is the province where 60 per cent of Canada's own wines are grown.

Ontario revamped its tax structure on wine a year ago, bowing to U.S. demands to abolish a "handling charge" of 65 cents a bottle on imported wines. Canada is the second biggest market for U.S. wines. Instead, a "base reference price" — or floor price — of \$35.45 (£3) a bottle was introduced to keep out cheap Italian

Table wines which were then flooding the market. The province also levies a mark-up of 55 per cent on Ontario wines and 123 per cent on imported products.

The new system has succeeded in discouraging purchases of the Italian product. Sales of Italian white wines in Canada slumped by about a quarter in the first three months of this year, compared with January-March 1983. Italy's market share has dipped from 13.4 per cent to 10.1 per cent. Its share of red wine sales has declined from 13.3 per cent to 17.4 per cent. The drop in Ontario has been even greater.

But the floor price system has also had an unintended side-effect. Coinciding with the depreciation of the French franc, it has made many French wines relatively cheap. Even though many popular French labels are slightly more expensive in nominal terms than Canadian or other European wines, they have a clear lead in image and reputation. The market share of French red wine in Canada has climbed to 39.4 per cent in the first quarter of 1984 from 31.2 per cent a year earlier. Sales of French white wine have jumped by 38 per cent to a market share of 25 per cent, despite a stagnation in overall wine sales.

French products naturally makes the French Government hesitant to keep up the anti-protectionist pressure on Ottawa. According to the EEC official, the Commission has been unable to decide on a common negotiating stance, beyond asking the Canadians to start rolling back protectionist measures. The EEC told Canada last month it intends lodging a formal complaint with the General Agreement on Tariffs and Trade (GATT) if a satisfactory arrangement is not worked out.

EEC members do agree, however, that Canada is placing a growing number of obstacles in the way of their products.

Mr Donald Ziraldo, president of Inniskillin Wines of Niagara Falls, whose sparkling Muscadine, Chardonnays and other varieties have made a considerable impact in recent years, says that "we've been devastated." Inniskillin's sales have dropped by third since last August, and the winery is sitting on big stocks of grapes, partly because of heavy purchases of the good 1983 crop when it looked as if Canadian winemakers had begun to overcome their image problems.

EEC EASES CURBS ON AMERICAN WINE IMPORTS

THE EEC has bowed to U.S. pressure to liberalise its restrictions on American wine imports in a move that will be viewed as an attempt to defuse the threat of retaliation by Washington. Ivo Dawans writes from Brussels.

The new regulation, formally adopted by Community farm ministers, has eased the stringent EEC rules on production and labelling standards that have long been viewed by U.S. producers as arbitrary barriers to trade.

In return, the U.S. Government has agreed to end the use by American producers of generic names such as Burgundy or Bordeaux on their products which in Europe can only be applied to wine certified to have come from those regions.

Adjustments to regulations by both sides have been under discussion since 1976 and several times have been subject to review after scientific reports

They come in the context of increasing U.S. anger at the imbalance in the wine trade which last year saw Community sales of 6.2m hectolitres, worth Ecu 735m (£125m), to the U.S. and only 66,000 hectolitres, worth \$250m, to the EEC from the U.S.

EEC urged to ease access of Third World exports

BY QUENTIN PEEL IN BRUSSELS

THE EUROPEAN Commission is proposing new measures to the ten member states of the EEC to allow easier access to the European market for both industrial and agricultural products from developing countries under its Generalised Scheme of Preferences (GSP) which would primarily benefit Asian, Latin American and East European countries are not members of the Lomé Convention, would relax quota restrictions on a number of industrial products, and also increase the number of agricultural products with preferential access to the market.

The Commission estimates that the GSP in 1985 will cover developing country exports worth some £10.5bn, and offer these countries potential savings of some \$480m in reduced customs duties. Only a handful of products would be covered by the proposed amend-

British railway coaches ordered by Gabon

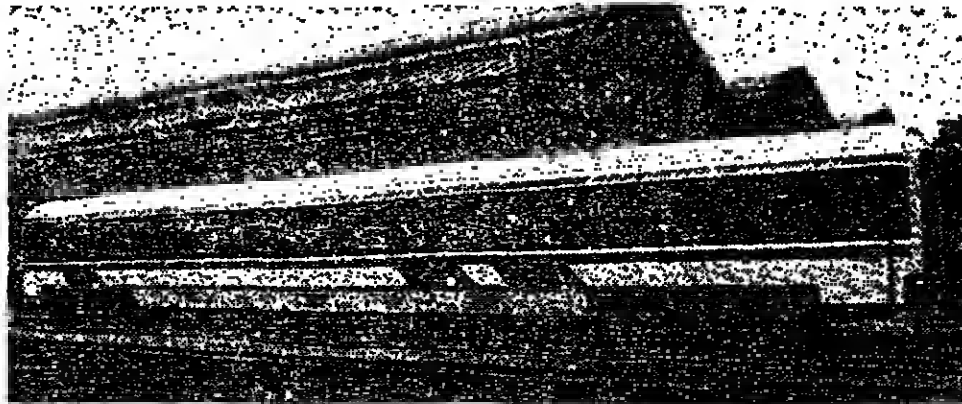
BY HAZEL DUFFY, TRANSPORT CORRESPONDENT

BRITISH RAIL Engineering (Brel), a subsidiary, has won an order from Gabon State Railways for its first passenger rail coach to be designed specifically for the export market.

The order, for 10 coaches and wagons, is worth £3.5m. Although relatively small, it strengthens Brel's position in the ex-French African territories—two years ago it won a \$2m order for Congo Railways.

The new "International Coach" launched officially yesterday at Brel's Derby works, has been designed to meet the requirements of BR and railways worldwide. It can be built to suit the lengths, heights and widths of any railway system in the world. It will be built on a modular construction basis allowing volume production techniques in manufacturing, which Brel claims is a small revolution in passenger coach manufacture.

Until now, export orders have required individually designed coaches for each operational system, pushing up unit costs particularly when the design costs have to be spread over a small order. Modular fittings and layouts will also provide a degree of interior flexibility so that coaches can be built to luxury specifications or basic



Brel's "International Coach": flexibility of interior design.

economy needs according to the demands of the customer. Typical bodyshells will be based on 20 metres, 23 metres and 24.4 metres lengths.

Brel has taken three years and spent £2m developing the coach. Brel market estimates put rail coach imports worldwide

India may manufacture advanced Soviet fighter

BY K. K. SHARMA IN NEW DELHI

A HIGH-POWER Indian Defence mission is now in Moscow to discuss a proposal for the manufacture of the advanced MIG-27 warplanes under license by the government-owned Hindustan Aeronautics at its plants in Bangalore and Koraput.

The MIG-27 has been promised by the Soviet Union to the Indian Government on easy terms, mainly to lure India away from Western sources to which the country turned for aircraft and other weapons in a bid to diversify sources of supply of defence equipment.

The aircraft has still to be flown by the Soviet air force and indications are that Moscow will allow it to enter service in India at roughly the same time as it starts being used in the Soviet Union. Plans for its manufacture in India include transfer of technology for making subsequent versions of the MIG, including the MIG-29 and the MIG-31 which are still

in the drawing-board stage. In India's decision to manufacture the MIG-27, under license will affect mainly the French company of Breguet Dassault since its efforts to persuade the government to manufacture the Mirage 2000 have failed. India has ordered 40 Mirage 2000s but has decided not to exercise the option to manufacture the aircraft.

The Indian air force already flies the MIG-21 and its successor, the MIG-21-BIS, both of which were manufactured by Hindustan Aeronautics.

The defence mission now in Moscow is led by Air Marshal L. M. Katra, chairman of Hindustan Aeronautics, who is to be next air chief. The team will also discuss plans for the production of electronic counter-measures for the three armed services under an agreement reached with Marshal Dmitri Ustinov, the Soviet Defence Minister, when he visited India earlier this year.



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"Chemical's rise was powered by its  
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direct lines into top level corporate  
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*Euromoney, May 1984*  
pp 203-6, "The traders whose  
customers love..."

**CHEMICAL BANK**  
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## UK NEWS

## Pessimism over prospects for pit strike talks

BY OUR INDUSTRIAL STAFF

PROSPECTS for an early settlement of the bitter and protracted coal strike rest on talks scheduled for today and tomorrow between the two sides, the National Coal Board (NCB) and the National Union of Mineworkers (NUM). Few involved in the dispute seem optimistic about their outcome.

Mr Ian MacGregor, chairman of the NCB, still has the same demand to reduce capacity by 4m tonnes, including the closure of uneconomic pits. The NUM still insists that the closure programme must be withdrawn. The last meeting between the two parties, on June 13, ended in recriminations with each side blaming the other's intransigence for the breakdown.

The NCB is persevering with the second part of its strategy, to encourage striking miners to return to work. "In the absence of a national settlement," Mr Ken Moses, director of the NCB's North Derbyshire area, said, "the only way to solve it is a drift back to work. So let's encourage it."

The NCB this week has been taking full-page advertisements in o-

national newspapers to try to persuade the miners to end their strike.

The North Derbyshire area has become the focus for the coal board's hopes of achieving a start to this "drift back to work." Mr Moses is among those who see little likelihood of an immediate negotiated settlement. "As long as the NUM refuses point blank to contemplate that some pits are going to close with some coal in them, I can't see how we can settle it. You are really getting down in the end to who is going to manage the industry."

The number of men working at North Derbyshire collieries has increased, but so has the amount of picket-line violence. About 1,000 pickets were outside the Shirebrook pit yesterday and the police made several arrests.

Mr Norman Tebbit, the Trade and Industry Secretary, yesterday attacked miners' pickets as "a bunch of most ruthless and violent bullies." Another 30 arrests were made outside the British Steel plant at Llanwern, South Wales.

## Drawings sold for record £21.1m

BY ANTHONY THORNCROFT

SEVENTY ONE old master drawings from the Duke of Devonshire's collection at Chatsworth House, Derbyshire, sold for £21,178,800 at Christie's in London. The total was a record for any auction held in the UK and far exceeded Christie's pre-sale forecast of around £7.5m.

The drawings had been offered to the British Museum for a reported £5m, but there were arguments about the sum and certain attributions. After the auction last night, the Duke said he was sad that no deal had been possible that would have kept the drawings in Britain, but the

prices realised at auction justified his decision, even though he will now have to pay capital gains tax.

The sale set many records. A study of a man's head by Raphael sold for £3,564,000, a record for any picture at auction and only exceeded by the Henry the Lion gospels, which sold at Sotheby's last year, for £3m. The Raphael was bought for a private collector. A page from Vasari's *Libro de Disegni*, with many drawings attributed to Filippo Lippi made £3,240,000.

Almost every drawing offered (only one was unsold) establish-

ed an auction record for the artist. A Hans Holbein portrait of a scholar fetched £1,566,000 to the London dealer Baskett & Day. It was bidding on behalf of the Getty Museum at Malibu, California, which acquired seven lots for a total of £5,538,000.

Even so, it was outbid on some drawings and the action in the saleroom was widely spread among British, continental and American dealers and museums. Getty also bought "St Paul Rendering His Garment" by Raphael for £1,512,000; "Four Saints" by Mantegna for £1,188,000 and "A Man Threshing Beside a Wagon"

by Rubens for £756,000.

Other high prices were "A View of the Amstel" by Rembrandt, £548,000 also to Getty; £504,800 for "Three Groups of Apostles" by Rubens (Getty again) and a portrait of Hendrick Van Bayen by Van Dyck for £583,200 (Getty).

There was a round of applause at the end of the auction from the packed saleroom. Although in theory all the items sold will require export licences, because they have been offered first to the British Museum it is unlikely that any sold abroad will remain in Britain.

## Thatcher to chair Hong Kong meeting

BY ALAIN CASS, ASIA EDITOR

MRS MARGARET THATCHER, the Prime Minister, is to chair a meeting at Downing Street tomorrow of Britain's negotiating team for the talks between London and Peking on the future of Hong Kong.

These talks have reached a detailed and advanced stage and this latest review of the negotiations is believed to be crucial.

Sir Richard Evans, Britain's ambassador to Peking, and Sir Edward Youde, Hong Kong's governor, had talks in Whitehall yesterday with

Mr Richard Luce, a Foreign Office minister. They will see Sir Geoffrey Howe, the Foreign Secretary today.

In Peking, meanwhile, detailed negotiations on an agreement for the future of the colony after 1997 - when Britain's leases run out - continued. They are believed to be at their most delicate stage.

Officials in Whitehall yesterday refused to comment on reports that China had proposed establishing a joint working party to monitor the colony's transition to China.

The reports have caused some concern in Hong Kong because such a working group, it is feared, might give China an effective say in running the territory long before Peking resumes sovereignty.

Chinese officials are reported to have told members of Hong Kong's appointed councils that such a working party would be intended only for consultation. However, concern about Peking's real intentions has grown since what was widely regarded in the colony as an unsatisfactory meeting in Peking recently between members of the executive and legislative councils and Deng Xiaoping, the Chinese leader.

A version of the proposal was published earlier this week in a usually well-informed newspaper in Hong Kong.

It seems increasingly likely that a draft agreement on the colony's future will be ready for signing by September before being debated by the House of Commons in the following three months.

## Whitehall unshaken by criticism of Enterprise Oil sale

BY PETER RIDDELL, POLITICAL EDITOR

SENIOR MINISTERS intend to launch a major counter-attack against recent City of London and parliamentary criticism of the privatisation programme, which has intensified since the row over the flotation of Enterprise Oil.

The main theme will be that the Government's aim is to increase competition by establishing independent British-run entities, rather than merely to gain the maximum selling price.

Government determination to press ahead with this programme has been underlined by a letter this week from Mrs Margaret Thatcher, Prime Minister, to Mr Tim Eggart, the Conservative MP for Enfield North, and a co-author on a recent pamphlet on the subject.

Mrs Thatcher says "The programme will continue through the life of the Parliament with British Telecom, Sealink and Jaguar all to move before long to the private sector."

There was apparently complete agreement between the Treasury and the Department of Energy over the Government's rejection of the application for 40 per cent of Enterprise's equity by Rio Tinto-Zinc (RTZ), the international mining and industrial group.

Ministers argue that RTZ and aggrieved City underwriters failed to take account of the Government's repeated statements about keeping

Enterprise as a separate concern for at least its early years after the recruitment of its new management team.

It is pointed out in Whitehall that, if the Government had wanted merely to maximise sale proceeds, the former North Sea oil assets of British Gas, which comprises Enterprise, could have been sold privately to one or two bidders, probably one of the major U.S. oil companies.

Ministers say the critics would then have been outraged by such a secret transfer of oil assets overseas and there might have been a parliamentary investigation.

Ministers are now stressing the importance of privatisation for encouraging competition and strong British companies, rather than the purely financial aspects. This is in contrast to the previous emphasis on the amount that could be raised by privatisation to hold down public sector borrowing.

The main political attack has come from Labour MPs although ministers have not been seriously troubled. Most Tory MPs have kept quiet, but a few MPs are privately critical about the handling of the Enterprise flotation.

There is little general sympathy, however, for the complaints of the underwriters since both ministers and Tory backbenchers argue that City institutions earn their fees by taking losses as well as profits.

## Rejection of RTZ's offer to be urged

BY OUR POLITICAL AND FINANCIAL STAFF

ENTERPRISE OIL is working on a document to be sent to shareholders this weekend, advising them that Rio Tinto-Zinc's (RTZ) offer of up to 110p a share for an additional 15 per cent of Enterprise should be rejected.

The oil company is, however, continuing to explore the possibility of combining its North Sea assets with those of RTZ Oil and Gas.

It is also looking at a variant of this deal involving the three other companies which have acted in a number of oilfield consortia with RTZ-Hamilton Oil, Blackfriars Oil and Trans-European.

Mr William Bell, Enterprise's chairman, is expected to meet Sir

Alistair Frame, RTZ's chairman, when Sir Alistair returns from Australia tomorrow. Enterprise's strategy for fending off RTZ's advances still appeared to be in the melting pot yesterday.

The initial problem is to complete a convincing case to shareholders why they should reject an offer for shares which involves a 10 per cent premium on the current price.

Enterprise will probably argue that since RTZ's stake effectively blocks other bidders, its tender should carry a substantial bid premium.

But Enterprise's main hope of deflecting RTZ from a hostile to a friendly course of action lies in the proposals now being hatched on various asset combinations, designed to provide Enterprise with tax-efficient exploration acreage to balance its heavy production portfolio.

RTZ Oil and Gas itself offers considerable potential in this regard, but Enterprise is also thought to be examining closely the position of Hamilton Oil, the company partly U.S.-owned and partly-owned by Volvo of Sweden. Hamilton has a wide range of North Sea assets.

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FORD CARGO 16 TONNE TRUCKS HAVE 32.5 TONNE DRAWBAR CAPABILITY

The Ford Cargo 1617 shown here is running at 22 tonnes gross and is packed with fridges, freezers, and cookers.

But, unbelievably, it's a 16 tonne rigid, doing more than the work of a forty foot artic and saving thousands of pounds for the South Eastern Electricity Board.

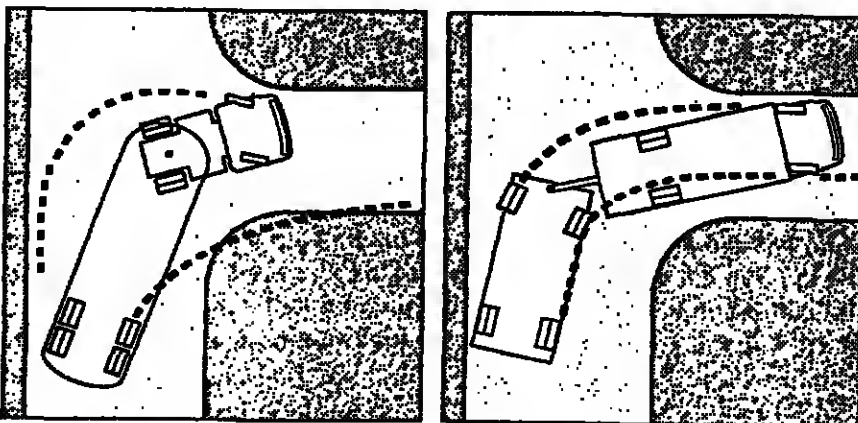
Ford are opening up some remarkable opportunities to save money, with the widest and most efficient range of drawbar configurations on the market.

We have National type approval on all Cargo trucks up to 32.5 tonnes GTM. Making the Cargo system the most flexible of all.

### More loadspace less tax.

A drawbar offers you up to 50 feet, or more, total body length giving an extra 25% more usable loadspace than an artic. This means you can carry more on every trip, reducing the number of journeys necessary and saving money on running costs.

As well as saving running costs with a drawbar you also save tax. The 1984 budget gave even greater annual tax savings, against an equivalent weight artic, of up to £1,270\* per truck. And that can save a lot of money for a large fleet operator.



CONVENTIONAL 32 TONNE ARTIC CLOSE-COUPLED CARGO DRAWBAR

### More manoeuvrable than an artic.

Thanks to Cargo's superb manoeuvrability and the latest drawbar linkages our drawbar trucks are outstandingly easy to drive, even in urban conditions.

According to a recent Motor Transport article on drawbar handling, "The trailer followed very well, cut-in even on sharp bends was minimal... At no time during the 50 mile run was I conscious of the length." On top of that a drawbar can be driven on a class 3 HGV licence.

### The Seeboard story.

South Eastern Electricity Board are completely reorganising their appliance distribution around Cargo 16 tonne drawbar trucks and a demountable body system.

Local distribution is handled by a fleet of Cargo 7.5 tonners. They project savings of thousands of pounds a year.

In addition, Seeboard will make major cost savings on new district depots since appliance stores buildings will not be required.

### Unbeatable experience and back-up.

Other Cargo drawbar operators include Rank Hovis McDougall, the Co-operative Wholesale Society and Associated British Foods.

In fact, Ford's experience in this market is unrivalled by any other British manufacturer. And, naturally, Cargo drawbars have the benefit of the best and most extensive dealer back-up in the country.

Drop in to your local Ford Truck Specialist Dealer.

He'll show you how much you can save by taking advantage of the Cargo drawbar range and the taxman.

\*Savings refer to a Cargo 1620 with GTM of 32.5 tonnes.

FORD CARGO  
57-32.5 TONNES



Ford cares about quality.



# HOW THE MINERS ON STRIKE HAVE BEEN MISLED...

## 2. ABOUT WHAT THE STRIKE CAN ACHIEVE.

The miners on strike are angry. And it's easy to understand why.

They are angry because of what they have been told by their leaders.

But have they been told the truth?

The sad thing is that the only result the strike can achieve is irreparable damage to the industry.

### Can the strike stop pit closures?

No - for a very simple reason.

The future of coal depends upon how much it costs to mine. The cheaper it is, the more of it we can sell, and therefore the more of it we can mine.

The more expensive it is, the more it will pile up unsold, like the 55 million tonnes at the beginning of this year.

No matter how long the strike continues, it cannot change this basic fact.

We need to replace four million tonnes of our most expensive coal with economically-mined output.

This will bring the average cost down - and allow us to sell more coal from our better pits.

Doing this is exactly what was agreed in the 1974 Plan for Coal - to replace old, uneconomic capacity with new economic capacity.

The final Tri-partite Report on the Plan for Coal said in Paragraph 27, "inevitably some pits will have to close as their useful economic reserves of coal are depleted".

A mere 12 per cent of our capacity is now directly costing more than £275 million a year to support. This is money that should be going into modernising our other pits - as the Plan for Coal hoped it would.

That will safeguard miners' jobs, increase wages, and give Britain the coal industry it needs.

The strike cannot do that. The only thing it can achieve is the very opposite.

If it goes on long enough, the strike threatens up to 30 good pits with permanent closure.

This could not only cost miners, but also steel and railway workers jobs that should not be lost.

### Can the strike win new business?

Everyone knows it can't. It is driving away future coal customers.

It is making coal more difficult to sell.

It is threatening the future of the industry.

Britain is the only country in Western Europe that is investing so heavily in the future of coal.

The British coal industry has excellent prospects.

But not if the strike continues.

**This strike - not the Coal Board - could butcher the industry.**

**That's why it is so important that this strike ends soon.**

**It was called by the miners' leaders. It now needs to be called off by the miners themselves.**

# NCB

**One in a series issued by the National Coal Board.**



**AUSTIN ROVER**



# AUSTIN ROVER. BUILDING THE CARS YOU ASKED FOR.

You've just got to catch up with the exciting new cars at your Austin Rover dealer, especially with 'B' registrations coming up fast.

So many sensational events have happened, with cars, care and quality all reaching the highest standards ever.

Austin Rover are building the right cars, tuned to the needs of drivers and

passengers as never before.

That's because they are the cars you asked for.

The right style, the right performance, the right quality. And in your Austin Rover showroom, they've got the right deal for you too. Now, or on 'B' registration.

Austin Metro's magical mix of fun, personality and unbeatable low running costs gains the bonus of the right deal. The Maestro's distinctive blend of stylish, sporty versatility wins the extra attraction of the right deal too.

Class is the theme of the cheeky new Limited Edition Austin Mini 25. Elegant luxury that turns on a sixpence and runs on pennies. Definitely the right car to celebrate Mini's 25 years of phenomenal success.

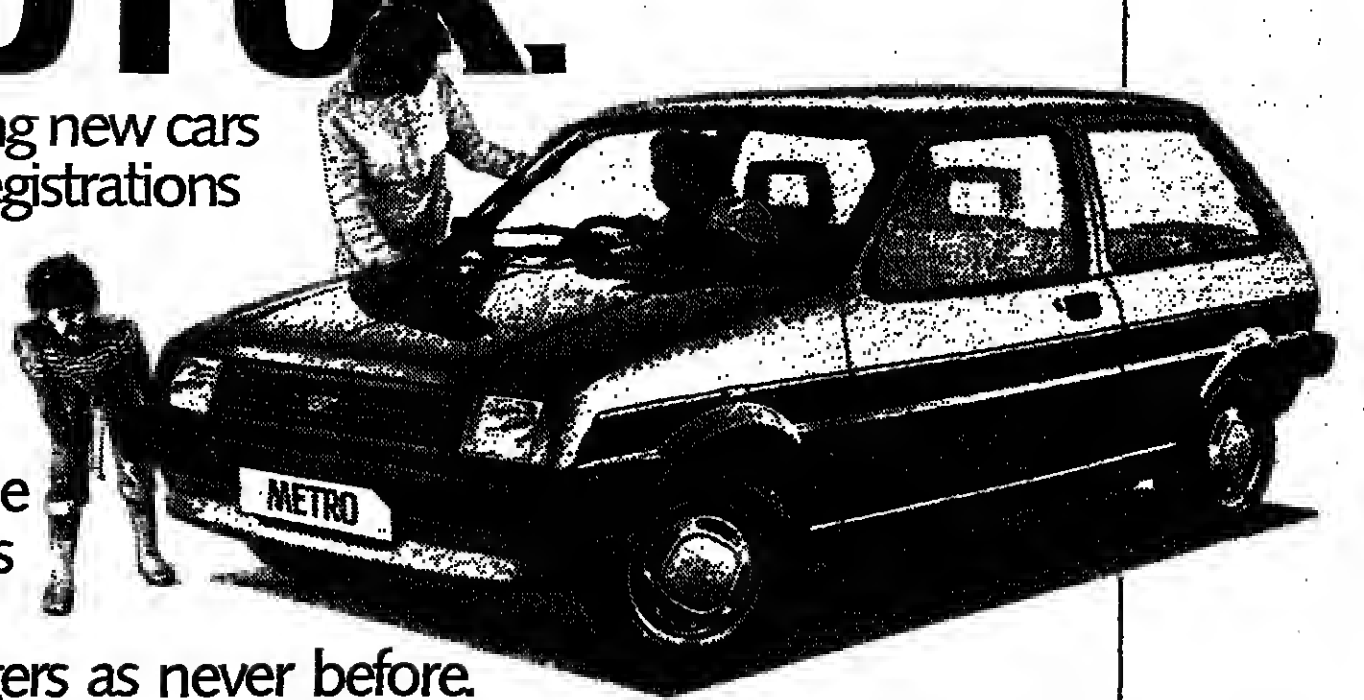
Right in the spotlight is the exciting new Austin Montego. For the many who have waited for a car that combines sheer class with absolute driveability, the waiting is over. Montego is available now, to be looked at, to be driven.

Whichever model you choose, you'll get the right care from Britain's largest

dealer network backed up by Supercare, the only complete customer care plan. Just one of the reasons Austin Rover cars hold their value so well at trade-in time.

As you can see, there's far more to getting the right deal than just the right price.

At your Austin Rover dealer you'll get the right cars and the right care. Plus, of course, the right deal.



***The right deal***  
FROM AUSTIN ROVER



UK NEWS

# VW expects small loss of UK sales as result of strike

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

**VOLKSWAGEN-AUDI** expects to lose no more than 4,000 retail sales in Britain because of the strike which stopped the company's car production in West Germany for five weeks.

This represents only 3.6 per cent of the 110,000 cars the VW import company expected to sell in the UK in 1984.

VW estimates that production of 160,000 cars worth DM 2.8bn (£750m) was lost because of the dispute. But it hopes volunteers will work through the summer holiday to produce about 30,000 extra cars - giving priority to right-hand-drive models for Britain.

Mr Michael Heelis, managing director of VAG(UK), the VW-Audi import company owned by Louche, said yesterday that, although there would not be much of a shortfall in volume, the "mix" of cars would probably not match demand as accurately as usual. Some customers would not be prepared to wait for the car of their choice.

His company was partly responsible he said, in that it had underestimated the demand for the new Golf model with automatic transmission and power steering. VAG(UK) expected that 5 per cent of Golfs would be sold in that form but demand was nearly double.

Mr Heelis said he was concerned about the potential impact of the settlement on VW's costs in West Germany. He had made it clear to the German company that it should not expect to be able to pass on all the extra cost (a reduction in the working week from 40 hours to 38 1/2 hours). Conditions in the car market were too competitive and VW no longer had the long lead in car technology it had four or five years ago.

"Our competitors have closed the gap," he said.

Mr Heelis said that if the dispute had continued much longer about 30 VW-Audi dealers in Britain would have gone out of business. The price war, which started again in earnest in the second quarter of 1984, had pushed most of the 380 VW dealers back to breakeven level. They would have been in severe difficulty if there had been no cars available for the August boom, during which over 20 per cent of annual car sales are made in the UK.

Mr Heelis joined the growing list of motor industry executives calling for changes to the system of car registration which produces the August sales bulge.

He denied that the system favoured importers at the expense of UK-based car makers. Importers had long supply pipelines which they had to start filling as early as May to prepare for August - at considerable extra cost for stock financing.

Mr Heelis said he would prefer the profit numberplate letter (which changes annually in August) to be dropped and for each driver to have a personal number plate. This would produce a "regular, sensible level of trade throughout the year." It would not cut total annual sales to any significant extent.

VAG(UK) forecasts that total car sales in Britain in July will be at about the 1983 level of 50,000. It expects that August sales will drop slightly from last year's record 374,599 to about 340,000, but that September registrations will rise from 118,475 to 123,000.

# Airlines will help passengers left stranded by Air Florida

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

**AIRLINES** flying between the UK and Florida yesterday said they would help the several hundred passengers stranded by the decision of Air Florida on Tuesday to file for bankruptcy protection from its creditors under Chapter 11 of the U.S. bankruptcy laws.

The immediate effect of the filing was to suspend all Air Florida flights, including those to and from the UK. The next flight into Gatwick, London, was due today.

There was considerable confusion yesterday with no one able or willing to state precisely the immediate situation at Air Florida.

The airline's official statement, issued in Miami late on Tuesday said that it was hoped to resume flights to the UK as soon as possible. No firm date was given.

Air Florida's DC-10 and other aircraft were reported to be locked in a compound at Miami airport. The airline's last flight out of Gatwick was on Tuesday.

The other airlines flying between London and Florida (British Airways and Pan American from Heathrow and Arrow Air from Gatwick) said they were willing to help stranded passengers.

British Airways said that any Air Florida passenger could fly back with BA on a standby basis. Pan American, which carries some Air Florida passengers on "interline" - connecting flight - tickets, said it would honour them. It would also consider on a standby basis passengers who held direct Air Florida tickets.

Arrow Air, which flies to Florida from Gatwick, said it was considering sympathetically any application from Air Florida passengers.

The problem facing Air Florida passengers is that space on other transatlantic flights is scarce because of the inflow of U.S. tourists to the UK this summer. Passengers may have to wait some days before getting a flight.

Arrow Air is the third major U.S. airline to file under Chapter 11 in recent years, the others being Braniff and Continental. Those two are flying again but on a much scaled-down basis.

Air Florida flew six times a week between Miami and Gatwick but

may cut that frequency if it returns to the route.

Arthur Sandles writes: Britain's major tour operators and travel agents were last night assuring customers who had booked through them for Air Florida flights from the UK to the U.S. that they would not suffer financially as a result of the airline's troubles.

As many as two dozen UK operators used the airline. Two of the biggest, Thomas Cook and American Express, said that arrangements would be made for customers in the U.S. to return to the UK and for those who had booked holidays in the future to have their trips at no additional cost.

None of the agencies knew the extent of the commitment it was making. Each will have to buy tickets on other airlines at whatever price might be negotiated. It seems likely that U.S. and UK aviation authorities will turn a blind eye to any rule-bending which might be involved in switching customers from an Air Florida scheduled flight to, for example, a British Airways advance booking charter trip.

# The Housing Corporation

Results for 1983/84

The annual report and accounts of the Housing Corporation were published on Monday 2 July. The Corporation promotes voluntary, non-profit making associations to provide homes for people in housing need throughout Great Britain.

In 1983/84, with Housing Corporation funding:	
26,869	new and rehabilitated homes for rent were completed and a further 11,022 were sold by housing associations
30,294	more homes were approved for rent and sale.
And in total:	
258,223	homes for rent and sale have been provided by housing associations since the Corporation was set up in 1964.
62,621	homes for rent are now under construction.

The Corporation provided £891.8 million to housing associations in 1983/84, funded mainly from government loans and grants. At 31 March 1984, the Corporation had issued guarantees to enable housing associations to borrow up to £87 million from the private sector to supplement public funds for low cost home ownership.

The report describes the way in which the Housing Corporation encourages, supports and funds associations to meet their primary objective of improving the physical condition of the housing stock and directing help to those in greatest need. For example, in 1983/84, 5% of the programme was invested in the rehabilitation of older homes. And, in England, two thirds of all rehabilitation spending was in inner city areas.

The administration of the Housing Corporation is funded by government grants which in 1983/84 amounted to £115 million. It was established in 1964 to fund and supervise housing associations activity. Some 2,000 housing associations now provide homes for over 1,000,000 people - for families, single, elderly and handicapped people, and for minority groups with special housing needs.

Chairman: Sir Hugh Cobhill  
Chief Executive: David Edmonds

Copies of the annual report and accounts are available from:  
**The Housing Corporation**  
149 Tottenham Court Road, London W1

# Daimler-Benz launches new trucks in UK

BY OUR MOTOR INDUSTRY CORRESPONDENT

**DAIMLER-BENZ** expects to raise its share of the UK market for 7.5 tonne trucks from 7.5 per cent to 10 per cent after the launch today of two versions from its new Mercedes medium truck range.

The company spent more than DM 280m (£74m) on the new range, which was launched in West Germany in March and replaces the Mercedes LP trucks. The British subsidiary is to sell two of the seven versions in the new range, one at 7.5 tonnes gross weight and one at 11 tonnes.

Most important is the 7.5-tonner, called the Mercedes 809, which competes in a sector that last year accounted for 11,470 registrations - roughly a third of the British truck market - and is dominated by UK-based producers.

Mr Hans Tauscher, managing director of Mercedes-Benz (UK), says the sector is likely to go on increasing in size. He predicts that sales will reach about 13,000 this year and that within four or five years his company will achieve a 10 per cent share.

Daimler-Benz has been able to launch the new light trucks in Britain ahead of the key product in Leyland Trucks' recovery programme - code-named MT211.

Mr Ron Hancock, chairman of Leyland Vehicles, said the MT211 was "as important to Leyland as the Metro (car) was to Austin Rover's survival."

MT211 to be launched towards the end of this year, will replace the 13-year-old Terrier, which in 1983 accounted for 12.1 per cent of total 7.5-tonner sales, after Ford's Cargo 809 with 47 per cent and the General Motors Bedford TL750 with 18.4 per cent.

The other UK-based manufacturer, Renault Truck Industries (the former Carrier company) had a 7.5 per cent share with the S75 model from its 50-series range.

Last year Daimler-Benz produced 20,000 LP trucks at its Wörth plant in West Germany, about 20 per cent of its total output. It expects the new medium range - aimed mainly at industrialised markets in Western Europe - to reach an annual output of 25,000.

The UK subsidiary might introduce one other version, a 13-tonner, in the next year or so.

# The gas people - investing in tomorrow's world today

Gas is today's most popular fuel in British homes - and a powerful and growing force in industry, too.

In fact, gas already supplies over a third of all the heat used by British industry.

As this proportion grows, the nation will benefit increasingly from the investment the gas people have been and are making on behalf of their customers in developing and encouraging more efficient ways to use this premium fuel.

## NEW PROCESS PUTS WASTE HEAT TO WORK

All high-temperature industrial processes produce waste heat. For instance, in some forging furnaces over 70 per cent of the heat is wasted.

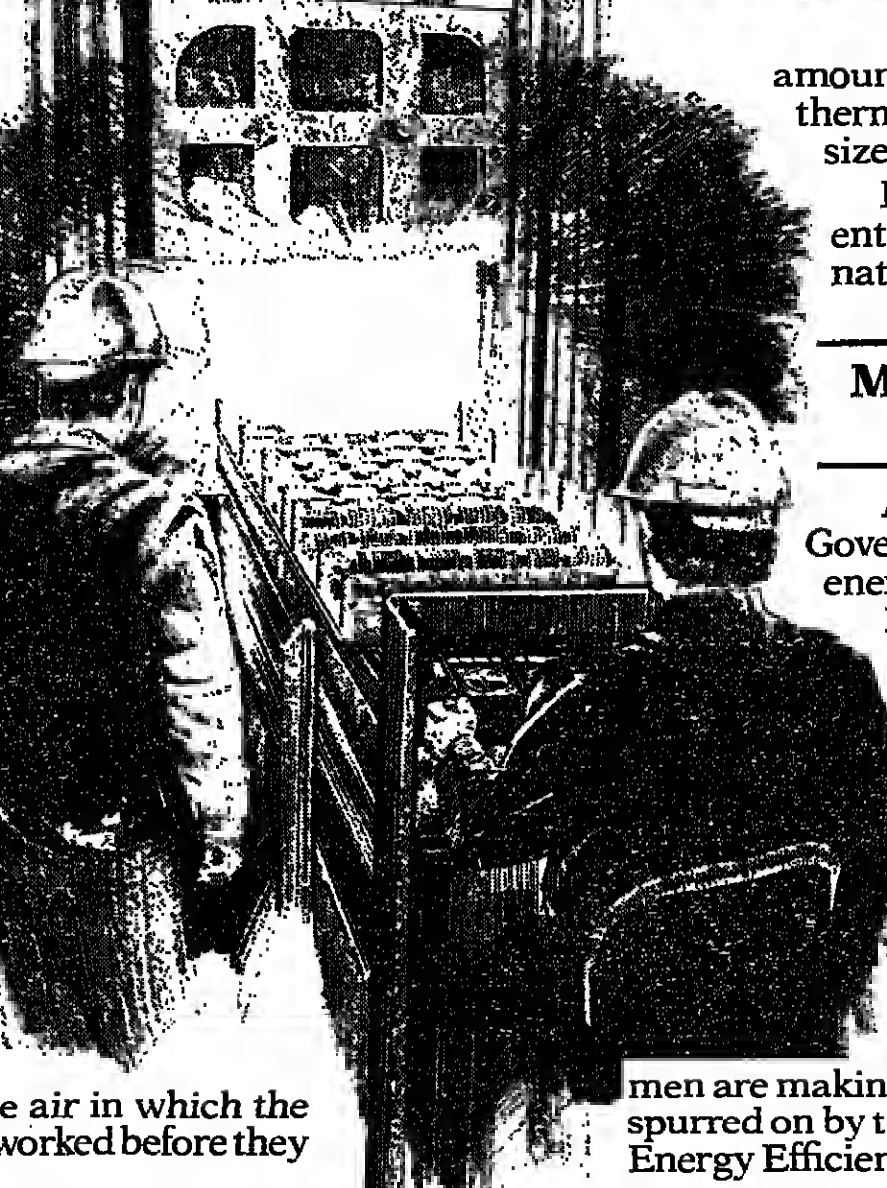
So the gas people have developed ways of putting this waste heat to use - notably by employing it to preheat the air in which the gas will burn, or to heat materials to be worked before they enter the furnace.

In this way, reduced fuel demands can create very valuable savings - 40 per cent or more in many cases.

The latest and most efficient application of this principle by the gas people is a regenerative ceramic burner which offers even greater fuel savings, since it is capable of using virtually all the heat that would otherwise be wasted.

## THE COMPETITION EVERYBODY WINS

Eight years ago, to encourage the efficient use of energy, the gas people introduced their Gas Energy Management awards. They recognised significant contributions to energy conservation in industry, commerce and public administration. Since then the cumulative annual savings made by all the entrants



amount to over 100 million therms, enough gas for a fair-sized city.

In this competition, every entrant is a winner - and the nation wins too.

## MORE INDUSTRIES TURN TO GAS

According to provisional Government figures for UK energy consumption in 1983 gas increased its share of the industrial market, even though industrial gas consumption fell by 0.3 per cent.

But industry still spent over £1,300 million on gas.

So it is good news, for our customers, and industry's, that businessmen are making more efficient use of gas - spurred on by the Department of Energy's Energy Efficiency Office.

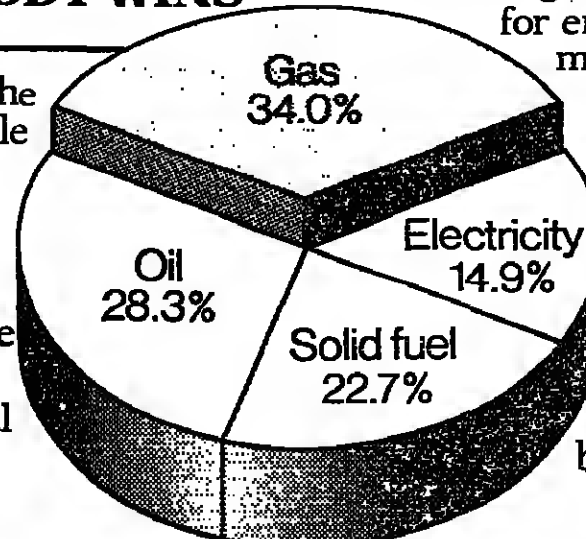
In industry and commerce, the emphasis today is on the more efficient use of fuel and power for greater profit.

The gas people are at the forefront of this trend, through their multi-million pound R and D programme and the technical consultancy services they provide to industrial and commercial customers.

New developments in the more efficient use of gas not only provide obvious benefits in the form of fuel costs savings, but also bring increased opportunities for employment - by making British industry more efficient.

They provide export opportunities and much business in home markets for those companies which are collaborating with British Gas in the development and introduction of the new technologies.

So investment by the gas people on behalf of their customers is paying off in a whole variety of ways - to the nation's benefit.



# Underwriters expected to accept £38m offer

BY JOHN MOORE, CITY CORRESPONDENT

**MORE** than 500 members of the Lloyd's insurance market who have received an offer of £38.17m to compensate them for money which has allegedly been misappropriated from their funds have indicated that they are likely to accept the offer.

The offer is being made by Minet Holdings and Alexander & Alexander Services after the discovery that more than £38m of funds of more than 1,000 underwriting members of insurance syndicates under the management of Minet's interests had disappeared.

Minet has alleged with its underwriting interests, that funds belonging to the underwriting members have been channelled out of members' funds to benefit severely former underwriting executives.

Minet has traced £25m of the funds to Gibraltar and has found that the diverted money was routed through companies which form part of the Alexander Howden group, now part of Alexander & Alexander Services.

Minet and Alexander & Alexander Services offered to return the money providing that underwriting members waived their rights to further recovery of funds and did not sue the two groups. They also offered to provide funds of £13.14m, in addition to the £25m found in Gibraltar, as compensation for the balance of the missing money.

Members of the syndicates have been given until July 19 to accept. The Association of Lloyd's Members, representing more than 2,000 members of Lloyd's through a steering committee has been attempting to gain an extension of the deadline to consider the offer.

Underwriting members have been hit by insurance claims in the course of trading at Lloyd's and individuals face losses of up to £250,000. They are seeking the money to help meet the underwriting losses.

Among the members who have indicated their acceptance of the offer is the chairman of Lloyd's, Mr Peter Miller, who has a place on the stricken syndicates.

# Lear Fan jobs to go

BY OUR BELFAST CORRESPONDENT

**LEAR FAN**, the company struggling to put a carbon fibre aircraft into production in Northern Ireland, is to make most of its 350 workers redundant next month instead of laying them off as announced earlier.

The company and unions failed to agree on the terms for a lay-off of 320 employees due to begin this week. As a result, the employees will be made redundant on August 17.

In the meantime, the labour force will remain on a two-day week. The decision to close two Ulster factories temporarily was taken last month because of a serious delay in winning an airworthiness certificate from the U.S. authorities.

Lear Fan plans to reopen the plant by the end of the year if it is still on schedule for certification by February 15.

Management would have preferred to lay off workers so that resumption of work would be achieved smoothly.

The British Government has committed more than £50m to the attempt to produce the aircraft in Northern Ireland, in return for a hoped-for 2,000 jobs.

# Britain's got a wonderfuel future!





## JOBS COLUMN

## Doubt cast on future worth of past success

BY MICHAEL DIXON

IT HAS taken me a month to pluck up courage to quote the claim that follows. I'm nervous of the reaction it provoked when made by Colin Leicester of the Henley management school at the Recruitment Society's recent conference in Bristol. The ensuing silence was seething with bitten-back yells of "Nonsense!"

The claim is that candidates' "track records" which are now given decisive importance in selecting for top managerial jobs, are going to become less and less relevant as a recruitment criterion in future.

"How could we possibly pick the right person to be a senior executive if we didn't go on past performance?" demanded the selection consultant who eventually broke the incredulous quiet.

"That's a question you'll have to find the answer to," Dr Leicester. All he could do as an experienced analyst of employment trends was examine what was happening and report on what he found.

His thesis, based on the manpower strategies of businesses confident of continuing expansion, is that the new top jobs created in the years ahead will tend to differ radically from most prevailing now. Senior posts will change back towards the conditions of foreign-based managers of the East India Company 200 years ago. They

couldn't chicken out of a hard decision by referring it to headquarters in the UK because it would be more than 18 months before they could get an answer.

Even though communication networks will get still quicker, Dr Leicester thinks managers responsible for making profits will have to be more capable of leading their operation entirely on their own initiative. They will be expected to succeed with far less support from the sort of systems and procedures which bosses of organisations have become so used to depending on that they are often no longer aware of it.

For instance, top people in businesses geared to high technology will not be able to meet their needs of skilled staff by relying on buying them in, pretty well ready to function, from other organisations or the higher reaches of the education service. There is already a world-wide shortage of such skills which education systems will simply be incapable of rectifying in the foreseeable future.

So instead of activating the personnel system to import key specialists from the outside world, executives will more and more need to develop their own. The fact that Japanese and West German businesses already do so may well be a factor in their greater success.

As a result of such changes, Colin Leicester maintained that the abilities needed to succeed in senior jobs in the future would grow more and more removed from—and therefore less and less predictable by—the abilities required by jobs at the same level now. Past managerial records would indeed lose relevance for at least a prolonged period of adjustment to the radically different organisational conditions.

That argument cannot be refuted by demanding to know what other criterion could be relied on for selection, as the consultant did at the conference. There's no sense in going on knocking your head against a brick wall simply because nobody can tell you what to do with your head instead.

If things change in the way predicted, it will be as pointless to keep selecting primarily on past record as it would be to cling to our present way of life of the sun failed to rise tomorrow morning. If no alternative objective criterion was available, it would be better to choose by hunch.

The important question is whether such a radical change will come about. And on that point, ambitious readers with good records behind them will not be cheered by the news that a previous Recruitment Society

conference in 1977 gave an equally incredulous reception to Dr Leicester's forecast of more than 2m unemployed in Britain in the early 80s.

On the other hand, if he's right in what he said about records, the fact that he forecast correctly in the past is no reason for thinking he can do so now.

But then again, if he's right about the irrelevance of previous achievements, he's right about the irrelevance of previous achievements.

Worrying, isn't it?

## Finance/pay

A FINANCE director for the international mining division of a £100m-turnover British group is sought by David Thompson of the Odgers consultancy. As he may not name his clients—like the other headhunters to be mentioned later—promises that any applicant who so asks will not be identified to the employer concerned without further notice.

Responsible to the chief executive of the division for all aspects of its financial management, the recruit will work from the north Midlands and travel abroad a good deal. There will be a small head office team in support, and frequent contacts with the financial chiefs of the numerous subsidiaries in the UK and overseas.

Candidates should be qualified accountants with experience at senior level in an international business. Commercial awareness and skill in the analysis of long-range projects, preferably including acquisitions abroad and at home, are wanted. Salary indicator £25,000-£30,000.

Mr Thompson also seeks someone to take responsibility for all aspects of pay, other benefits and conditions of service of the 430 expatriate and 1,000 foreign senior staff overseas of a London-based financial services group. It has branches in Africa, America and the Far East as well as Europe.

The new manager of overseas remuneration will report to the senior personnel controller and have about 30 supporting staff. Candidates should have experience of managing a department as well as of salary administration covering numerous countries with a multi-national group.

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Inquiries to David Thompson at 1 Old Bond Street, London W1X 3TD; telephone 0-499 8811, telex 8954989.

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Please write to Adrian Wheale, ACMA, ACIS, enclosing a comprehensive curriculum vitae, at Michael Page Partnership, St. Augustine's Court, 1 St. Augustine's Place, Bristol BS1 4XP.



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Salary to be negotiated will be within the professional range. Persons interested should write to the Establishment Office, University House, Bailrigg, Lancaster, LA1 4YW (quoting ref L082) for further particulars. Applications should be sent not later than 20th July 1984.

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To fit their requirements you will be in your late twenties/middle thirties and AIB or equivalently qualified. You will have gained in-depth experience with a major UK or US retail bank before specialising in treasury. City contacts must be extensive and the ability to communicate effectively at senior levels equally essential. The position will be part of the company's main management committee, thus the drive,



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There is a requirement for individuals with a background of experience in the capital markets, corporate and project financing, and of handling merger and acquisition assignments. While applicants may currently be specialising in one of these particular fields a good working knowledge of the other disciplines is sought. The requirement is for a proven track record of relevant experience and preferably a professional qualification.

#### Middle Management Executives

The bank also wishes to appoint executives at middle management level. Experience sought is in the fields outlined above, but perhaps not as extensive and applicants will be aged around 30 years or less. Responsibilities will include corporate relationship management, product development and marketing.

There are openings at both levels in London and New Zealand and a first class international career development path is available. There is an excellent benefits package available including relocation assistance if appropriate.

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Those interested should contact Chris Smith B.A. (Oxon) on 01-404 5751 or alternatively write enclosing a comprehensive curriculum vitae, quoting ref. 3401, to Michael Page Partnership, Banking and Finance Division, 23 Southampton Place, London WC1A 2BP. All applications will be handled in the strictest confidence.



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# Director of the N.H.S. in Wales

One of the principal recommendations of the N.H.S. Management Inquiry - the Griffiths Report - is that general management skills should be introduced and developed throughout the Service. The Secretary of State for Wales intends to appoint a Director for the N.H.S. in Wales who will ensure the implementation of these skills within the Welsh Office and by the nine district health authorities which cover the Principality, and which together employ over 54,000 full-time staff. Total expenditure on the N.H.S. in Wales is budgeted at over £800m for the current financial year.

The Director will be responsible directly to the Secretary of State for discharging the Secretary of State's management responsibilities for the N.H.S. Candidates should have worked successfully as a general manager of a £multimillion enterprise, with several thousand employees, or be of equivalent stature. A strong background in

financial planning and control is essential, along with the ability to produce beneficial change in a large-scale organisation. The central objective is patient care and an appreciation of the way this is achieved by the staff of the many professions involved in health care is also important.

The appointment will be made on a fixed term or secondment basis, extendable by mutual agreement. Remuneration and other conditions of service will be negotiated with an eye to the new Director's current emoluments, and other relevant factors, and would be attractive to senior general managers. The Director will be appointed as a senior civil servant, ranking as an Under Secretary, and will be based in Cardiff.

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In return, our client offers a highly competitive salary package, with usual bank benefits, together with bonus and company car.

Contact Brian Gooch.

### Corporate Finance Executive

United Kingdom £25,000Neg.

Our client is a prestigious international investment bank with an established record of achievement in Capital Markets business. The bank wishes to increase the scale of its operations in the United Kingdom with the recruitment of a suitably qualified banker who seeks an appointment offering broad scope and considerable potential. Candidates will have a professional qualification, probably a university background, and will have experience gained in a merchant banking environment over a minimum period of 5 years which will have encompassed new issues, swaps and mergers and acquisitions.

Contact David Grove.

### Account Officer - Commodities

to £20,000

An international bank which has a long established office in London, wishes to add to its team of commodity bankers. Prime requirements in terms of experience are relevant banking experience, a good knowledge of the commodity markets and members thereof and a thorough understanding of the banking products relating to those markets. It is anticipated that candidates will be graduates or otherwise professionally qualified, aged in their late 20s.

Contact Norma Given.

Jonathan Wren & Company Ltd., 170 Bishopsgate, London EC2M 4LX. Tel: 01-623 1266.

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BANKING  
APPOINTMENTS

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To penetrate these markets still further CAP has structured itself into business groups specialising in particular market sectors and providing technically specific solutions to business problems. The success of this strategy has led to CAP Insurance seeking the appointment of three additional sales consultants to develop business from new and existing clients.

The successful applicants, who will be responsible for achieving a territory target must be able to demonstrate good track records in the selling of hardware, software or other DP services and should be proficient in at least two of the following: Systems Analysis, IBM Systems, General Insurance, Life Assurance or Business Consultancy either within the Composite Insurance market or Lloyds. These appointments are extremely challenging and require a high level of communication skills, professionalism and determination. A high basic salary in excess of £17,500 is being offered together with a company car, generous bonus scheme, private health insurance and pension scheme.



For further details telephone 01-370 2012/3 or alternatively send a brief c.v. to NKB Associates Limited 159A Gloucester Road, London SW7 4TH. All enquiries will be treated in the strictest confidence.

## International Banking

Continued development of Nordic Bank's international business activities has resulted in the need to recruit experienced bankers for the following areas:

### Loan Syndications

A proven track-record in all aspects of international loan syndications combined with a general banking background are essential requirements for this key position within an expanding unit.

### Scandinavian Marketing

A thorough background in credit analysis and risk assessment should support substantial marketing and business development experience, with particular emphasis on the nordic countries. Responsibilities will centre on marketing a wide but specialised range of corporate banking services. Regular international travel will be required.

These key positions represent challenging opportunities for ambitious individuals to make a significant contribution at managerial level. The level of appointment will relate to age and experience, and competitive salaries will be offered to the right candidates. The bank also provides an attractive range of benefits including a profit-related bonus scheme.

Candidates, probably in their late twenties or early thirties, are invited to submit full written applications to:  
T. O. KOLLINSKY at NORDIC BANK PLC,  
Nordic Bank House, 20 St Dunstan's Hill, London, EC3R 8HY.

Nordic Bank



## A Unique Role in Banking

Consultants from £11,000 to £16,500  
with bank fringe benefits

The next decade will be one of considerable challenge to bankers, with great potential for market growth, unprecedented competitive pressure and the need to respond to dramatic technological change.

IBRO, a multi-disciplinary organisation, plays a unique role within the banking sector, helping its sponsors, the London and Scottish Clearing Banks, to tackle a wide variety of work related to banking and money transmission developments.

IBRO needs high calibre staff, able to work effectively with senior bank management, and to operate in an environment where a premium is placed on initiative, imagination and good communicative and analytic skills.

Consultants are required at different levels in the organisation, so successful candidates could have between 3 and 10 years professional experience, ideally based on some quantitative discipline such as economics, operational research, finance, business analysis or marketing.

If you are interested, please send details of yourself and your career history to:

The Director, Inter-Bank Research Organisation,  
32 City Road, LONDON EC1Y 1AA. Tel: 01-628 3070

**IBRO**

Inter-Bank Research Organisation

## TNT ROADFREIGHT (UK) LTD

(A member of the TNT Group)

require

**FINANCE AND  
ADMINISTRATION MANAGER**

An outstanding opportunity exists for an experienced administrator within this rapidly expanding organisation. The results orientated individual we seek will have the responsibility to direct the finance and administration function at one of our terminals within the UK.

Ideally the need is for a qualified accountant with an obvious flair for administration and success in this area should be visible.

Benefits include an attractive salary, life assurance, B.U.P.A., relocation expenses where necessary.

Applications to writing to G. F. Ginty, P.O. Box 4, Stubbins Vale, Lancashire BL0 9AR.

## International Banking Manager-Financial Institutions City £neg+car+benefits

Our client is the London-based subsidiary of an international banking group which is seeking to expand its activities in the UK and Europe. This is a new position created to strengthen the marketing team.

Reporting to the Managing Director, the Manager - Financial Institutions will be responsible for developing relationships with international banks operating in the UK and Europe.

Candidates, preferably aged 32-33, should have had four or five years experience in a similar role, ideally with a major American bank. We are looking for an individual who can demonstrate a high degree of energy and self-motivation together with the social and communication skills necessary to develop contacts at the highest levels of international banking. The person must be able and willing to travel extensively.

The position offers a challenging opportunity to influence directly the growth of our client's business and the future rewards will reflect the degree of success achieved. Initially, the package will include an attractive salary, fully expensed car, subsidised mortgage and non-contributory pension.

Candidates, male or female, should send a detailed CV (including current salary) to Alan Gilmore, Executive Selection Division, Southwark Towers, 33 London Bridge Street, London SE1 9SY. Please quote Ref: MCS/9043

**Price  
Waterhouse**  
Associates

## CORPORATE FINANCE EXECUTIVE

In seeking to recruit a highly-motivated and fully experienced person to market its corporate finance services in the U.K., our client, the London branch of a major EEC bank, wishes to attract an individual of proven ability and impeccable credit judgement.

Heading one of several small teams and reporting direct to the branch management, the successful candidate will be responsible not only for looking after a portfolio of existing clients, but will also be expected to identify and develop profitable new business relationships. Duties will be comprehensive and will also include the monitoring of credit exposures and the formulation of credit proposals to their successful negotiation and conclusion with customers.

The ideal candidate will therefore possess a comprehensive knowledge of current markets and their various instruments, in addition to sound critical judgment based on a solid credit analysis.

Applicants should be around 30-40 years of age, well-educated with qualifications and experience appropriate to the demanding nature of this position. A sound working knowledge of German would be advantageous.

Emoluments will include the usual range of fringe benefits and will reflect the importance of this appointment.

For a preliminary discussion in confidence, please contact MARK STEVENS on 01-936 9003 or write to him enclosing a full curriculum vitae marked "Private & Confidential" listing any banks to whom you would not wish your details to be forwarded.

**MSA Mark Stevens Associates**  
EXECUTIVE SELECTION/SEARCH  
Queen's Building, 10-11 Bishops Court, Old Bailey, London EC4M 7EL. 01-936 9003

## MEDIA COMMUNICATIONS SPECIALIST

International Bank

Our client, already among the leaders of the foreign banking community in London, intends to add a Communications expert to its recently formed Planning and Marketing Department.

The successful candidate will be responsible for increasing awareness of the bank and the services it offers among target customer groups through organised PR, limited media advertising and sales promotional activities; and for maintaining a high level of internal marketing communications.

He or she will be required to establish a productive relationship with the Bank's Advertising and PR agencies and for satisfying the promotional needs of user departments.

Educated to degree level with previous experience essential, either in the marketing or promotional department of a financial services company or in a PR or Advertising agency, serving financial clients. Salary and terms commensurate with experience.

Reply in confidence, enclosing CV to:

Michael Jenkin  
McIVER JENKIN ASSOCIATES  
27 Albemarle Street, London W1X 3FA

## JUNIOR ECONOMIST

Laurie, Milbank & Co require a junior economist to join their expanding economics team.

Candidates should possess a good honours degree in economics with an emphasis on macro or monetary economics. Knowledge of econometrics would be a distinct advantage. The position would suit a newly qualified economist seeking a first step into forecasting economic trends both domestically and internationally.

Please write in confidence to Tim Summers



**Laurie, Milbank & Co.**  
Portland House, 71/73 Basinghall Street, London EC2V 5DP



## INTERNATIONAL BANKING

**CORPORATE FINANCE** Neg. £20,000+  
We have a pressing demand from one of the more "aggressive" merchant banks for a young Graduate/qualified A.C.A. who has acquired sound Corporate Finance experience - mergers/acquisitions, issues, placements, etc. - and now seeks increased personal responsibility.

**U.K. MARKETING OFFICERS** £14,000-£20,000  
Possibilities exist with several major international banks for bankers with a demonstrable record of successful U.K. corporate marketing. Specialist exposure (eg Trade Finance, Property, Leasing) especially sought after.

**CREDIT ANALYSIS** £9,000-£14,000  
The fundamental requirement is thorough, even if relatively brief, credit, training and experience; career progress could well be in a marketing direction for those with appropriate aptitude and interest.

**QUALIFIED ACCOUNTANTS** £12,000-£16,000  
2 or 3 opportunities arise for young qualified A.C.A./A.C.C.A.'s to move into international banking, either on the financial or the leading side. Some previous exposure in banking, direct or indirect, would certainly be helpful.

Telephone: John Chiverton, Ann Costello or Richard Lovring

**JOHN CHIVERTON ASSOCIATES LTD.**

5, CASTLE GREEN LONDON, E.C.2, 01-623 3861

## HOARE GOVETT LIMITED

### Fixed Interest Department

Hoare Govett Limited wish to recruit an experienced person to join their Fixed Interest Department.

The Department is in regular contact with both Institutional Fund Managers and potential Borrowers. It provides an up to the minute commentary on Sterling Bond markets working closely with Hoare Govett's Gilt, Eurobond, and Financial Futures Departments.

Experience of Fixed Interest markets is essential, as is the imagination to generate new ideas and the ability to express them well.

The remuneration is negotiable and will reflect the importance of the position. Career prospects are excellent.

Applications, which will be treated in strict confidence, should be sent to:

The Company Secretary,  
Hoare Govett Limited,  
Heron House, 319/325 High Holborn, London WC1V 7PB.

## Corporate Finance Executive

### Manchester

Rothschild's busy and expanding Northern Division is seeking an additional Corporate Finance Executive to assist with the increasing volume of activity.

Applicants should have gained at least 2 years' relevant experience in a merchant bank or stockbroker advising public and private companies, and should be graduates.

Remuneration will be fully competitive and the company provides excellent employment benefits, including profit-sharing.

Please send a full curriculum vitae, to:

Alan Dean, Director, NM Rothschild & Sons Limited,

3 York Street, Manchester M2 2AW.

**NM Rothschild & Sons Limited**



## FUND MANAGER UK Equities

c. £20,000 + car + benefits

A major financial services company, based in the city, requires an additional Fund Manager to join its expanding investments team.

Responsibility will be for managing and optimising the market performance of substantial UK equity portfolios of several major segregated funds. The successful candidate will be given considerable personal dealing authority and be assigned a specific market sector.

Candidates, aged 30-45, should have at least 3 years' fund management experience in a successful UK equities operation. Good communication skills are essential and a professional qualification would be desirable - probably the Society of Investment Analysts.

A comprehensive benefits package includes non-contributory pension, free health insurance and subsidised mortgage.

Please write with full details to Box A8669, Financial Times, 10 Cannon Street, London, EC4P 4BY

This appointment is open to men and women.

## STRATEGIC TREASURY MANAGEMENT

to £26,500 + full banking benefits

Our client is the Head Office treasury function of one of the world's largest banking groups. Its treasury division provides global asset and liability management for the entire group from a specialist 'secretariat' which reports directly to the executive board. These positions form part of one of the most exciting developments in treasury and treasury management at the present time.

### TREASURY PRODUCT DEVELOPMENT

The role: to provide vital technical support to an ambitious extension of the group's product range within treasury; through advanced analytical and mathematical techniques, build a coherent framework in order to assess new product ideas; control their development; and in particular, provide more exact guidance on pricing and risk management.

The candidate: probably an exceptionally numerate graduate, possibly with the wider vision of an MBA. Ideally he/she should have proven technical knowledge of treasury markets allied to a lively creative flair and good commercial sense. A likely background might be a large US investment bank, or within a department providing 'consultancy' resources to the marketing area of a major international bank, for new products; or within investment management, working with advanced portfolio management techniques.

### STRATEGIC PLANNING

The role: the development and implementation of a sophisticated strategic planning process for the treasury area across the group's worldwide network. The position particularly involves establishing and interpreting information flows in relation to the group's own and competitors' business, providing a more positive reaction to the economic and business environment; making a major contribution to broadening the intellectual reach of strategic planning within the group.

The candidate: ideally a graduate with at least five years' experience within international banking or finance, or possibly in a similar role in a large multinational company. Candidates should have a strong conceptual understanding of money and financial markets and familiarity with financial modelling in a sophisticated planning or finance function.

### GROUP ASSET/LIABILITY MANAGEMENT

The role: to provide essential analytical and management information support to the senior committee managing the group's balance sheet. This position has a vital creative input in defining the key strategic issues within the committee's brief, and developing new approaches to the analysis and presentation of the group balance sheet. Particular attention will be focused on interest and exchange rate influences and the strategic management of these risks on a global basis.

The candidate: highly qualified (possibly MBA or equivalent) with a detailed understanding of the financial structures of a treasury operation and its sensitivity to interest and exchange rate influences; probably working in the treasury or strategic planning functions of a top US bank, or as a financial banking sector analyst in a major investment house.

These positions carry a high basic salary, which is negotiable for exceptional candidates; an excellent banking benefits package including car; the opportunity to influence management at the highest level of a major worldwide organisation; and major career options within a rapidly developing environment in the UK, overseas and other parts of the group.

Interested candidates should contact Kevin Byrne BA on 588 6644 (8.30 am to 7.00 pm today) or submit a detailed curriculum vitae to the address below.

Anderson, Squires, Bank Recruitment Specialists  
Blomfield House, 85 London Wall, London EC2

01-588 6644

Anderson, Squires

### ELECTRICITY SUPPLY PENSION SCHEME

## HEAD OF INVESTMENT RESEARCH

£16,989 to £20,315 p.a.

As a result of promotion, the Electricity Council wishes to appoint a Head of Investment Research, to work on the UK portfolio of the Electricity Supply Pension Scheme. The total value of the Pension Scheme's assets is approximately £3.4bn. You will lead the Scheme's investment analytical team covering UK stocks and shares and following economic and stock market trends in the UK and, to a lesser extent, overseas. You will be responsible for overseeing the work of investment analysts/dealers and ensuring that standards are maintained at the highest level.

You will be expected to make a significant contribution to investment policy deliberations and to be able to draft reports on a range of investment and related topics.

You should have a sound knowledge of economic and investment principles and will already have wide practical experience within the securities industry. You should also have experience in staff supervision. An appropriate qualification is desirable. Please write, in confidence, giving details of career to date and present salary, quoting ref 60/FT to:

David Webb, Recruitment Officer,  
The Electricity Council,  
30 Millbank, London SW1P 4RD.

**ELECTRICITY COUNCIL**

### CORPORATE FINANCE

£15,000 - £30,000 + Benefits

Because of the high level of demand for their corporate advisory services, a number of our financial institution clients are seeking executives and managers to expand and strengthen their existing teams.

We are handling a number of interesting opportunities at differing levels of seniority and we invite applications from ambitious professionals who are likely to have the following backgrounds:-

- (1) Experienced Corporate Finance Managers and Executives with banking, stockbroking or industrial experience.
- (2) Graduate Chartered Accountants in their mid to late 20s with post-qualification experience in consultancy, investigations or business services.
- (3) Recently qualified lawyers/MBAs with experience of corporate advisory matters.

To arrange an informal and confidential discussion, please contact Robert Digby, B.A., quoting Ref 6942. No approach will be made to our clients without prior consultation.

**Badenoch & Clark**  
Recruitment Consultants

16-18 New Bridge Street, London EC4V 6AU  
Tel: 01-353 1867

## Marketing Executive Unit Trusts

As one of the largest UK unit trust management companies, Britannia Group of Unit Trusts Limited has a very broad range of investment funds and services. Having developed a substantial marketing division through advertising, direct mail, investment services and seminars, we are seeking an experienced person to lead an enthusiastic team in the Private Investor Advisory Department to provide a wide range of marketing and client services and further develop direct marketing to new and existing clients.

Ideally, applicants will have a good educational background and a highly innovative approach, together with effective management skills and the ability to communicate at all levels. They are likely to already hold a managerial position with a major unit trust company or life assurance company or have gained similar experience with a stockbroker or other financial services company and have a proven track record in the marketing of financial products. Those in the age range 30 to 40 are likely to have the breadth of experience required.

The position will provide excellent scope for advancement within the Marketing Division and offers a competitive salary plus substantial benefits.

Please write enclosing CV to:-  
Richard Bagge, Director,  
Britannia Group of Unit Trusts Ltd,  
Salisbury House,  
29 Finsbury Circus,  
London EC2M 5DL.



### U.S. Treasury Bond Broker

AN INTERNATIONAL SECURITIES HOUSE REQUIRES A U.S. T-BOND BROKER FOR THEIR CITY OFFICE

Ideally the applicant should have some experience in U.S. Securities.

Alternatively, experienced brokers in either Foreign Exchange or Eurobonds willing to be trained would be considered.

Salary will be negotiable with the usual fringe benefits. Applicants should apply to the Box Number below enclosing their Curriculum Vitae.

BOX A8671, FINANCIAL TIMES,  
10 CANNON STREET, LONDON, EC4P 4BY

### AFCOR INVESTMENTS LTD

Licensed Dealer in Securities

As one of the top three securities dealers specialising in the OTC market, we are now recruiting additional Account Executives for our next expansion phase involving a move to larger premises.

Applications are invited from experienced Representative Licence holders and from those with a general financial background willing to undertake training in situ. Minimum remuneration package - £18,000 plus.

Ring Miss A. Woods, 01-242 0220

### BANKING PROJECTS - c18K

An experienced project manager is required by a small expanding software house. The ability to deliver services on time on budget to major Banks is the main skill required.

Remuneration is to 18K to include car, non-contributory portable pension and profit sharing. Location is North West London.

Reply to Box A8665, Financial Times  
10 Cannon Street, London EC4P 4BY



## Portman Building Society

### General Manager Designate

Bournemouth: c. £30,000 + Car

The Portman Building Society has been established for over 100 years and has assets in excess of £350m. There are 45 branches with a head office in London and administration centre on the South Coast. The present General Manager will retire in August 1985.

The General Manager is responsible to the Board and has executive responsibility for, and the general supervision of, the whole of the Society's activities.

Applicants aged 40 to 50, should be professionally or academically qualified and have wide business and managerial experience at senior executive level. A background in the building society movement or the financial sector would be advantageous.

The excellent benefits package includes car, preferential mortgage facilities and assistance with relocation expenses, where appropriate.

Please write - in confidence - with full details to Ken Orrell ref. B.19357.

This appointment is open to men and women.

HAY-MSL Selection and Advertising Limited,  
52 Grosvenor Gardens, London SW1W 0AW.

Offices in Europe, the Americas, Africa, Australasia and Asia Pacific.

**HAY-MSL**

MANAGEMENT SELECTION

## GROUP TAXATION MANAGER-DESIGNATE

MAJOR INSURANCE GROUP  
CITY OF LONDON LATE 30s-MID 40s  
SALARY c. £25,000 + GENEROUS BENEFITS

A leading insurance and investment group, one of the UK's top 50 companies, this organisation has a significant presence in life business, pensions and general insurance and is active in a number of important markets overseas.

A successor is sought to the Group Taxation Manager who will retire in 1985. The chosen candidate will be:

- A qualified Accountant or ex-Revenue Inspector with insurance experience;
- An efficient manager of taxation staff;
- A creative thinker, capable of expanding the tax planning role;
- An accomplished communicator, able to deal with fellow professionals and company personnel at all levels.

25% of profits are derived from overseas operations, hence experience of foreign taxation (particularly U.S. tax) is important. This post presents an excellent opportunity for an ambitious tax specialist to develop an important area of Group Finance.

The remuneration package, which includes a company car, non-contributory pension, low rate mortgage, profit share and a range of other benefits, reflects the importance of this appointment. Assistance with relocation is available.

Interested candidates should write to Don Leslie at GDC (London) Ltd, 29 Thurloe Street, London, SW7 2LQ, or telephone him on 01-581 0895 (day) 01-532 6229 (evenings and weekends) quoting ref. A/500. All replies will be treated in strictest confidence.

Gabriel Duffy Consultancy  
Accountancy & Taxation Appointments





## Senior Accounts Opportunity

£14,500 + car and benefits

1984 sees Allied Unit Trusts Ltd. celebrating its 50th year. As part of the Allied Hambro Group of Companies, it is also one of the oldest, most successful unit trust groups in the U.K. - currently the country's third largest group with funds under management in excess of £1 billion.

A key to this success is the quality of our Administration, based in Shenfield, Essex. As well as all the work resulting from the 26 funds which make up the Allied range of Unit Trusts, the team administers a further 40 Unit Trusts for a number of other companies.

Our continued growth and development has created a new vacancy for a Senior Accountant, based in our Shenfield office, to manage a small team who produce all aspects of the company accounts.

We are looking for a young qualified accountant with experience of producing company accounts, preferably within the financial sector. In addition you will need to have good supervisory experience, the ability to communicate at all levels and the enthusiasm and commitment to work hard to achieve high standards.

In addition to the competitive salary and car, our benefits package includes non-contributory pension, free life assurance, profit sharing and BUPA, plus a generous package to help you relocate, if appropriate.

If you're interested in this opportunity please apply to Gill Davis, Group Personnel Department, Allied Hambro Centre, Swindon SN1 1EL or call her on Swindon (0793) 27812 (24 hour answerphone).

**ALLIED UNIT TRUSTS**

A member of the Allied Hambro Financial Management Group of Companies.



## MERCHANT BANKING Baring Brothers & Co., Limited MANAGER FOR PRIVATE CLIENTS' PORTFOLIOS

Barings wishes to appoint a further portfolio manager for the section of the Investment Group that looks after taxed funds. This section, which currently manages over £300 million of assets for more substantial private clients and for Barings' own investment and unit trusts, and also advises offshore clients through Barings' Channel Islands subsidiary, is just one of the growing departments of the Investment Group.

The successful applicant will probably be aged around 30, with a professional qualification and several years' experience of taxed fund management. He (or she) will be expected quickly to assume responsibility for portfolio management and client liaison, and to contribute to the section's new business activities.

Salary is negotiable, and other benefits include mortgage subsidy, non-contributory pension scheme and BUPA membership.

Applicants should write enclosing a c.v. to:

F.A.A. Carnwath,  
Director,  
Baring Brothers & Co., Limited,  
8 Bishopsgate,  
London, EC2N 4AE.

We are in the process of recruiting additional personnel for the European Department of County Bank International Investments Division.

There are two positions being offered: -

## International Fund Manager

The ideal candidate would have at least two years experience of running funds in European markets and would preferably have at least one language, although this is not essential.

## European Analyst/ Trainee Fund Manager

Whilst some experience of European markets would be helpful, it is not essential. The position might appeal to an analyst with specialist knowledge in either Chemical, Pharmaceuticals or Electronics sectors.

Please write in confidence, enclosing a detailed curriculum vitae, which should include current remuneration.

I. Carlton,  
Personnel Manager,  
County Bank Limited,  
11 Old Broad Street, London EC2N 1BB.

**COUNTY  
BANK**

National Westminster Bank Group

## Top Executives earning over £20,000 a year

Can you afford to waste nearly £2,000 a month in delay? Minster Executive specialises in solving the career problems of top executives. The Minster programme, tailored to your individual needs and managed by two or more partners, is your most effective route to those better offers, 75% of which are never advertised.

Our clients have an impressive record of success; many blue chip companies retain our services in the redeployment of their top people.

Telephone or write for a preliminary discussion without obligation--or cost.

**MINSTER EXECUTIVE LTD**

28 Bolton Street, London W1Y 8HB. Tel: 01-493 1309/1085

## Careers in Eurobonds

Salaries £50,000-£80,000

**CHIEF DEALER**  
with Major European Merchant Bank

To take control of and develop their Eurobond Dealing Operation. This is a major appointment which offers both autonomy and management responsibility.

**SENIOR SALES**  
with International Securities House

As well as experience in the Eurobond Markets, some knowledge of Gilts/Fixed Interest would be an advantage for this top position.

**EUROBOND TRADERS AND  
DEALERS**

We have a number of other positions requiring a minimum of one year's experience and offering salaries of c. £20,000-£50,000.

For further details please contact Caroline Baker or Sally Poppleton in complete confidence on **01-481 3188**

**CHARTERHOUSE  
APPOINTMENTS**

CHARTERHOUSE APPOINTMENTS LIMITED  
EUROBOND DEPARTMENT, 100 FLEET STREET, LONDON EC4A 3DF

## The Career...

### Investment Analyst

British Railways Pension Fund whose assets exceed £3 billion, is currently seeking an experienced analyst to join its U.K. equity team.

Applicants should be self-motivated individuals in their mid twenties and should have a university degree or equivalent professional qualification with three to four years' relevant Stock Market experience.

The successful candidate will have responsibility for the fund's investments in a range of U.K. sectors and have the potential to progress to fund management.

Remuneration is negotiable depending on age and experience and includes attractive rail travel benefits. The Board operates a contributory Pension Scheme and the transfer of existing pension rights can, in most cases, be accepted.

Applications, enclosing a full curriculum vitae should be sent to:-

The Investment Manager,  
British Railways Pension  
Trustee Company,  
50 Liverpool Street,  
London, EC2P 2BQ.



... of the age

## Cazenove & Co. RESEARCH ANALYST for FAR EASTERN STOCKMARKETS Based in Hong Kong

A career opportunity exists for a Research Analyst in Far Eastern Securities in our Hong Kong office.

He/she will be required to visit companies which have good investment potential. Other varied duties will include escorting visiting Fund Managers on company tours.

The position will appeal to an ambitious, single person, aged around 26 with some proven research or accountancy experience. Although not essential, experience of Far Eastern companies would be advantageous.

A negotiable remuneration package, including accommodation is offered.

Apply in writing to:-

The Office Manager,  
CAZENOVE & CO  
12 Tokenshouse Yard, London, EC2R 7AN.

**SENIOR ASSISTANT TO DIRECTOR,  
INTERNATIONAL FINANCE,  
ASIAN DIVISION** Late 20s **Negotiable in  
£20,000 p.a. upwards  
range**

**LENDING OFFICER** Maximum **Negotiable to  
£22,000 p.a.**  
Well-known U.K. merchant bank requires experienced manager for its UK lending and free carrying department. Existing portfolio to be monitored by this officer (initially for medium-sized corporations in U.K.). Must also have first class credit analysis experience, preferably U.K. bank trained. Considerable travel within UK, mostly cold calling. Products include acceptance credit facilities, syndicated and working capital facilities and free carrying business.

**EUROBOND SALES** 23 **to £20,000 p.a.**  
Eurobond sales person required with strong, outgoing personality, with experience of selling to UK institutions. U.S. dollar straight and convertible and some yen facilities needed.

**JUNIOR LENDING OFFICER** age to 35 **£12,000 p.a.**  
Prestigious European bank seeks assistant to lending officer to work on international portfolio of Eurobonds and Latin American bonds and SCDO level in North America. Credit review history in those areas and loan syndication administration experience also required.

**LJC BANKING**

146 Bishopsgate, London EC2M 4JX: 01-377 8600

## Investment Manager

New substantial "in-house"  
pension fund portfolio

Around £26,000

North West

This new senior appointment will be particularly attractive to accomplished fund managers who, after at least 5 years' experience handling UK equity and gilt portfolios upwards of £25 million, are ready to start up and run their own operation.

Our client, a major public organisation, has decided to bring up to £100 million of its large, high performance pension fund "in-house". The commitment is to progressively expand this fund although the actual rate of growth will depend on performances.

The management and professional challenge is to create a fund management team from scratch, establish clear policy and procedural guidelines with external fund managers and advisers, and outperform the market with the 'start up' portfolio.

Remuneration for discussion as indicated.

Please write - in confidence - giving full details to John Hodgson ref. B.18267.

*This appointment is open to men and women.*

HAY-MSL Selection and Advertising Limited,  
Sovereign House, 12-18 Queen Street, Manchester M2 5HS.

Offices in Europe, the Americas, Africa, Australasia and Asia Pacific

**HAY-MSL**

MANAGEMENT SELECTION

Is it time to expand your experience?

## Management Consultancy...

... can give you a range of experience difficult to find anywhere else, working with businesses of all types and sizes in different environments. Assignments may include organisation and management structure reviews; economic studies; value for money reviews; business development reviews; office automation studies and the development of information systems using the full range of modern data processing aids.

We are expanding and require more high calibre accountants. We would expect you to be aged between 26 and 34 with at least three years commercial or industrial experience and a professional qualification or good degree. You should be confident in your own abilities and keen to develop new skills.

We offer competitive salaries, attractive benefits and increasing levels of responsibility with opportunities to work overseas, with appropriate allowances.

If such a career development path interests you please write with relevant details to C H Brown indicating the skills you can bring with you and those you wish to develop. We look forward to hearing from you.

**E&W**

Ernst & Whinney Management Consultants  
Becket House, 1 Lambeth Palace Road, London SE1 7EU

## Senior Personnel Professional

The Capital Markets Group of Citicorp is significantly expanding its activities in the UK Financial Services market place. This expansion is being achieved through both internal growth and acquisition.

A seasoned personnel professional is required to join the CMG personnel team. Reporting to the Personnel Director the successful candidate will be responsible for providing a comprehensive personnel service to designated businesses in the Group.

The key objective is to ensure that the group's human resources perform in the most effective way in the attainment of the group's business objectives. This will include advising and assisting senior management in all aspects of personnel matters.

Significant demands will be posed by the diverse and complex nature of the businesses.

Probably a graduate, you will have some 5 to 7 years' broad based

experience in personnel. This will ideally have been gained in the financial services sector; investment banking, commodity trading, stock broking etc. A professional qualification/membership would be an advantage. Business understanding, analytical ability, communication skills, political sensitivity and the personal credibility to influence all levels of management will be necessary attributes.

This is an excellent opportunity to join a successful expanding unit and an attractive compensation package, with the usual bank benefits, will fully reflect your experience and qualifications.

Please write with full personal and career details to Morley J. West, Executive Director, Citicorp International Bank Limited, 335 Strand, London WC2R 1LS.

**CITICORP**

## INTERNATIONAL CAPITAL MARKETS

AUSTRALIA

We are seeking to fill a number of senior positions on behalf of our Australian clients.

Corporate Finance  
International Capital Raising  
International Bond Trading

Basic salaries range between A\$50,000 and A\$100,000 plus incentive remuneration and housing finance.

Apply in strictest confidence to:

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Telephone: (010 61) (2) 223 1569

Directorship Appointments Limited

66 Great Cumberland Place, London W1H 8BP. 01-462 3223  
18th Floor, ANZ Building, Sydney 2001, Australia. 612-223 1569



# Group Pensions Manager

London to £30,000 + car

This highly successful major British organisation's pension scheme has an investment fund totalling some £260 million, including a separate property portfolio, with around 16,800 contributory members and 8,800 pensioners.

Part of the central management team and controlling a 20-strong specialist staff, the Group Pensions Manager will be responsible to the Company Secretary for advising on future pension policy. You will administer existing policies, be responsible for the funds' accounts and for publishing reports to members, and will monitor the performance of external, professional investment advisers.

Probably aged 35-45, you must be a qualified

and experienced pensions expert, totally familiar with current options and capable of debating your recommendations at the highest level. An extremely competent manager and administrator, you are responsible for a substantial fund or are currently the No 2 in an organisation of a similar size.

Ensuring communications company-wide are handled impeccably is a particular strength of yours.

Salary to the level indicated with appropriate executive benefits provided for the man or woman appointed.

Please send full cv which will be forwarded to our client unopened quoting Ref: R2969/FT. (Address to our Security Manager if listing companies to which it should not be sent.)

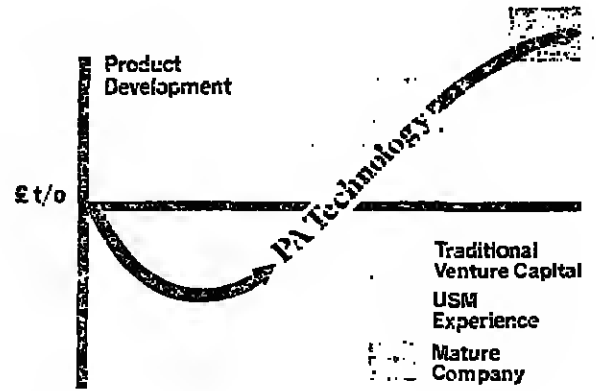
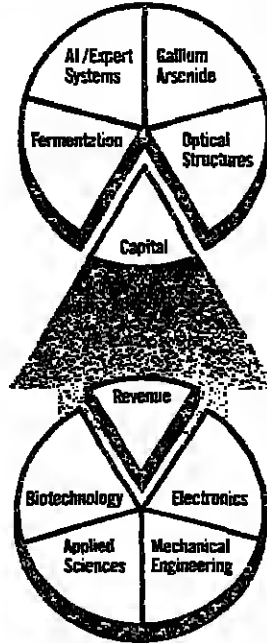


PA Advertising

Hyde Park House, 60a Knightsbridge, London SW1X 7LE.  
Tel: 01-235 6060 Telex: 37874

# Marketing

tomorrow's technology... to today's businesses



## PA Technology

to £30,000

The recent MORI report, "Attitudes to New Technology", prepared for PA Technology, highlighted fundamental challenges for British industry in respect of the impact of technology on processes and products; identifying competition; the emphasis on developing new technologies to exploit totally new markets; and investment for R&D.

And that is the business of PA Technology - a £35 million global consultancy that addresses the key areas of technology strategy, by defining for some of the world's leading organisations: What technologies should I invest in today to be competitive tomorrow? How will my competitors be in the future? How will we compete in the future and how will I compete in them?

It does this by bringing together within one organisation and its £multimillion facilities the different skills upon which innovation depends - design, R&D, strategic planning, finance and marketing. And combines these with the worldwide expertise of the £100 million PA Group, to keep technology in step with overall corporate strategy. And synergises the whole by attracting individuals of proven technical excellence combined with commercial and business skills.

Rapid growth in our business now creates opportunities - at senior level - within PA Technology's UK Marketing Group. The brief will be to present to major clients at Board and

senior management level PA Technology's programme of 'managed innovation', with its implications for organisation and funding. In so doing, you would yourself develop new initiatives for technology and revenue.

These new roles call for: graduates in their late 20s-30s with an upper second or first in electronics, mechanical engineering, the applied or life sciences; possibly an MBA; successful career progression from multidisciplinary development work resulting in products - to a current technical or commercial role, with responsibility for achieving a successful 'fit' between technological innovation and profitable business. This could be in marketing, technical or business management within industry, consultancy or academia. Credibility with colleagues and clients alike is essential.

Career prospects worldwide within the PA Group are excellent. Starting salary package is up to £30,000. Initial location is the PA Technology laboratory at Melbourn, near Cambridge, to where full relocation assistance will be given.

If such an opportunity interests you, please send a full cv or telephone or write for an application form, quoting Ref: SMT8/8760/FT. Alternatively, please phone Ivor Harland for an initial discussion, in complete confidence, on 01-235 6060 (or 01-840 0549 evenings and weekends).



PA Personnel Services

Hyde Park House, 60a Knightsbridge, London SW1X 7LE.  
Tel: 01-235 6060 Telex: 27874

PA consulting group: Technology • Management Consulting • Computers and Telecommunications • Personnel Services

## Assistant Investment Manager

Salary upto £16,000

Northampton

With total assets approaching £4,000 million, this innovative and progressive Building Society wishes to appoint an Assistant Investment Manager to add strength to the Department managing the Society's cash and investments and raising 'wholesale' money in the London markets. The job holder will report to the Investment Manager and will be expected to contribute to policy in this area of the Society's operations.

The person we are looking for will preferably be aged up to 35 and have a relevant professional qualification and/or degree. Experience in a 'City' environment is desirable. Candidates should possess an outgoing personality together with the ability to communicate both orally and in writing. Drive and initiative are important. A sound understanding of investments including the accounting and taxation aspects will be required.

Salary will be in the range £12,500 - £16,000 depending on age and experience. A comprehensive range of employee benefits including concessionary mortgage facilities and relocation assistance if appropriate will be available.

Please write in confidence to the Personnel Manager, Head Office, Anglia Building Society, Moulton Park, Northampton NN3 1NL.



## ASSISTANT MANAGER TREASURY

£15,000 NEG

American Bank seeks imaginative banker with 4/5 years experience in either Money Market/F.X. Marketing or Trading. The successful candidate will hold a relevant degree, and must have an analytical mind to produce market reports together with the confidence to meet prime customers, and enhance team motivation. For further details please call Sandie Robinson on 236 1113 Portman Recruitment Services

## FINANCIAL ANALYST

£12,000 NEG

Leading Merchant Bank requires an ambitious graduate who has at least one year's experience of Corporate Credit Analysis, to join their new International Evaluation Department. Working with all forms of Banking Instruments, you will be expected to assess the risk of existing and potential markets. Age 23+. Phone Mike Blundell Jones on 236 1113 Portman Recruitment Services

## TOP CALIBRE PENSIONS MANAGER Who can think independently

The return of Jaguar Cars to independent private ownership will create exciting opportunities in the key area of pensions management. Major policies and programmes as approved by the Company and the Trustee Boards will require careful planning, consolidation and management and we are seeking a fully experienced pensions professional to fulfil this vital role. This will specifically involve the provision and control of cost effective pensions administration together with technical advice whether these be in-house or bought-out. The wide ranging brief calls for extensive practical experience covering all aspects of pensions management and you will ideally be a member of the PMI. The salary and benefit package will fully reflect the importance of this senior appointment and relocation expenses will be covered where appropriate. Please write, in confidence, with full C.V. including current salary to:

Mr. G. Smith, Manager, Selected Personnel, Jaguar Cars Limited, Browns Lane, Almsley, Coventry CV5 9DR. We are an equal opportunity employer.



## Management Consultants for HAY-MSL



Part of the worldwide Hay Group, we employ 120 consultants operating from 8 offices in the UK. We work with some 1,000 clients in the public and private sectors.

Our consulting approach is to work with management and employees to help to improve organisational effectiveness and productivity by implementing and managing change. We recognise that management problems vary significantly, so our consulting is based on practical experience and a detailed understanding of specific sectors of the economy. Our consulting teams must have knowledge of our clients' businesses as well as process consulting skills. Nearly all who have joined us have been successful in their personal development, earnings and career advancement. As a result of our continuing growth, we have opportunities, both now and over the next twelve months, for consultants to be based in one of the locations indicated.

Probably in your thirties, you must have a good honours degree and ideally a second degree or professional qualification. You must have wide experience, preferably including line management accountability, in one of the sectors listed; and must be able to relate that experience to the commercial and business concerns of clients. Analytical and communications skills - both oral and written - are important, as is the ability to persuade individuals and groups with facts, reason and understanding. In addition to openings for general management consultants in the services specified, we need: psychologists for assessment, training and development work; actuaries for benefits consulting; and professionals with a production or sales/marketing background in the Midlands.

There is a substantial profit-sharing bonus awarded on company performance, as well as a high base salary and competitive benefits including a company car and BUPA. Please write with full details to Brian Woodrow, Director, HAY-MSL Management Consultants Group Ltd, 52 Grosvenor Gardens, London SW1W 0AW.

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- Financial Services
- Electronics & Computing
- Public Services
- Consumer Goods
- Pharmaceuticals
- Airline
- Automotive

### LOCATIONS

- City of London
- Birmingham & West Midlands
- London, Victoria
- Manchester & North of England

## BUSINESS OPERATIONS ADMINISTRATOR

Intergraph Corporation is a world leader in the interactive computer graphics industry and is currently growing at a rate in excess of 60% annually. We design, develop, sell and maintain state-of-the-art CAD/CAM systems and have achieved a strong position in the European market, plant design, construction and mechanical engineering design markets.

To assist us in our expansion plans we are now searching for a Business Operations Administrator for our North European Region. As part of the Management Team, reporting to the Managing Director, you will be responsible for all areas of finance, accounting and administration, including personnel, contract administration and legal matters.

In addition, you will be expected to assist in negotiating contracts, implement E.D.P. Administrative systems, advise on accounting and taxation matters, and be able to communicate effectively with the European Headquarters in Holland.

Candidates will have at least ten years experience in a fast moving high technology environment. Prior contracts, accounting and finance experience and knowledge of computer systems is essential. A knowledge of U.S. accounting standards is also required.

You will be based at Intergraph (Great Britain) Ltd, Headquarters for the Northern Europe Region, which is located in Berkshire and provides a progressive benefits and salary program. Compensation will be commensurate with experience.

Applicants (male and female) are invited to write in confidence giving career details, age and salary requirements to:

Mr. T. Postlethwaite, Managing Director, Intergraph (GB) Limited, Alden House, Oxford Street, Newbury, Berkshire RG13 1JG



INTERGRAPH

## MERCHANT BANKING Corporate Finance Executives

Several of our Merchant Banking clients wish to expand and strengthen their Corporate Finance Departments. These opportunities are at different levels of seniority and applications are invited from candidates as follows:-

- 1) Executives aged between 30-35 years with several years Corporate Finance experience within Merchant Banking or Stockbroking.
- 2) Qualified Chartered Accountants or Solicitors, aged between 25-30 years who have had experience of Mergers, Acquisitions or takeover matters.

Please telephone or write enclosing a curriculum vitae to Peter Latham, Jonathan Wren & Company Ltd., 170 Bishopsgate, London EC2M 4LN. Tel: 01-623 1266.



## WANTED: SLIGHTLY USED EXECUTIVES

If you are an able, experienced executive or professional person, yet somehow are not making the most of your potential, perhaps you need a new approach to your career. To learn how 'slightly used' executives have profitably renewed their careers, telephone for a free, confidential appointment - or send us your cv.



CHUSD - The Professionals in Career Development. We are 200+ specialists in 'Outplacement' for organisations, through our Group Company Lander Corporate Services Ltd. London: 01-880 6771 35-17 Fitzroy St. W1P 5AF. Bristol: 0272 22267, Maggs House, 78 Queen's Rd., BS8 1QX. Birmingham: 021-643 4830, The Foundry, New Street. Nottingham: 0602-643 5801, The Foundry, New Street. Manchester: 061-228 0889, Sunway Building, Fitzwilliam Place. Newcastle: 0632 618861, 11-17 Sandycroft Pk., Jesmond, NE2 1X6. Glasgow: 041-332 1502, 541 West Nile St. G1 2RN.

## URGENTLY REQUIRED

A London-based International Organisation requires Assistant Portfolio Managers in their 20s with experience in the European and Far East Markets. Good Salary and Benefits.

Candidates should apply with Curriculum Vitae to: Box A-9653, Financial Times, 10 Connon Street, London EC4P 4BY

## MANAGED FUND ADMINISTRATION LONDON

A key role supporting our investment consultancy team.

Due to continued expansion and new product developments, we seek to boost the consultancy team dealing with all aspects of our considerable Managed Funds business.

Your role will be to support the Investment Consultants in such areas as client and intermediary liaison, collating and processing statistical and other data and maintaining close contact with senior planning officers and survey managers as well as internal departments.

The ideal candidate, probably aged 30+, will be familiar with all aspects of Managed Fund administration and have experience of client account management. A background in pensions, investment consulting or broking would be appropriate. A good standard of education and mathematical flair will be sought.

An attractive salary, depending on experience, is supported by a range of benefits including non-contributory pension, flexible working hours and after a qualifying period staff house purchase scheme. Career development prospects are first class.

Please write with full career details to: Nick Morgan, Personnel Officer, Clerical Medical & General Life Assurance Society, 15 St. James's Square, London SW1 4LQ.





## Evaluation and Planning Analyst

RTZ Metals Limited is the RTZ holding and management company for a wide range of mining, smelting and associated activities within a sphere of responsibility covering Europe, North Africa and the Middle East. An evaluation and planning analyst is required to join the small head office management team based in the centre of Bristol. The person appointed will be responsible to the finance director for:

- the evaluation of major capital projects
- the preparation of capital proposals
- the co-ordination and compilation of long term strategic plans
- the maintenance of capital expenditure control and long term planning procedures.

The individual sought is a business or economics graduate in his or her late 30's with sound experience of planning and evaluation and ideally with a technical background. Some knowledge of the minerals extraction industry would be an advantage.

**RTZ METALS**

a member of  
the RTZ Group

Please apply in writing with career details to:- P. D. Arnold, Finance Director, RTZ Metals Limited, PO Box 211, 1 Redcliff Street, Bristol BS99 7NT.

## Financial Planning Manager

Circa £17,000 + Car

Datapoint is a highly successful, major U.S. computer manufacturer. We now seek an ambitious and self motivated Financial Planning Manager to be based at our European Headquarters in West London. Reporting to the European Controller, you will play a major role in the financial planning and operational control of our subsidiaries in the U.K., Germany, Holland, Switzerland and Austria with particular emphasis on planning, forecasting and statistical analysis. In addition, you will undertake a number of ad-hoc projects, requiring a knowledge of both U.S. and U.K. reporting procedures and asset management. Candidates should be qualified either as accountants or with an MBA preferably with international experience, have spent at least 3 years in a computer or high technology environment and be fully conversant with computer aided financial tools. Strong personal qualities and excellent communication skills are equally desirable. A second language of either German or Dutch would be advantageous as extensive travel is envisaged within the subsidiaries.

Datapoint offer an attractive salary, car and other large company benefits including relocation assistance where appropriate. In the first instance, please send your curriculum vitae to our consultant John Attenborough at Melrofield Ltd.

**MELROFIELD**  
Executive Search & Selection  
Rosebrook House,  
Diss, Norfolk IP22 2LP

## GROUP TREASURER

Experienced person required in the London area by expanding international group to head up the section responsible for multi-currency cash management, credit control etc. A professional qualification would be an advantage but personal qualities and a proven track record are essential for this challenging position. Salary will be negotiable accordingly and will be attractive to the successful candidate. Benefits include Free Canteen, BUPA Group and non-contributory pension scheme.

Please write with full details and career to date to:

Box AS670, Financial Times  
10 Cannon Street, London EC4P 4BY

## INVESTMENT ANALYST — PROJECTS

A Major International Investment Institution based in the City seeks an exceptional individual as an Investment Analyst for its Portfolio of direct Investments world-wide.

The successful applicant will be in his/her mid 20's and will have relevant experience gained in Investment Research, Financial Analysis or Project Finance.

The position will involve identifying and analysing the feasibility of major Investments, and the Management of the existing Portfolio of direct Investments. It will involve an element of travel.

Remuneration will fully reflect experience and ability. Candidates should apply, in confidence detailing experience and current salary.

Write Box AS657, Financial Times, 10 Cannon Street, London, EC4P 4BY.

## N.M. Rothschild Asset Management Limited

## Portfolio Manager-Private Clients

An additional fund manager is required for our rapidly-growing Private Client Department. The successful applicant will have the personality to command the confidence of clients and should be able to demonstrate a successful record of investment performance. A minimum of four years in discretionary management is required. The age range is 25-40.

A high remuneration package is available, and includes a comprehensive range of fringe benefits. Applicants should write giving full details of their career to date, to:

The Personnel Director,  
N.M. Rothschild & Sons Limited,  
New Court,  
St Swithin's Lane,  
London EC4P 4DU.



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## Accountancy Appointments

### VISNEWS GROUP FINANCIAL CONTROLLER

LONDON

c. £26,000

### WORLD'S LARGEST INTERNATIONAL TELEVISION NEWS AGENCY

VISNEWS—a diversified news and communications Group, supplies a daily news service by satellite to over 200 broadcasters around the globe. In addition to a major electronics facilities operation, it also operates the largest news film library in the world and runs, in conjunction with a U.S. Partner, the 'BRIGHT STAR' two way T.V. satellite link across the Atlantic. The above role for our organisation calls for Accountants (C.A., A.C.C.A. or A.C.M.A.), aged 35-45, who have achieved not less than 7 years post qualification experience in commerce or industry and at least 3 years heading the financial operations or as the number 2. Reporting to the Managing Director, the role will involve being a member of the executive team and making a major contribution to strategy and future profitability of the company. Duties will include the direction, control and motivation of an accounting team of 20+, monthly accounting and other financial information, future financial policy, total responsibility for planning, forecasting, budgeting, cash management and providing for further development. Experience of having designed and/or implemented a computerised accounting system is important. Salary negotiable c.£26,000 + car, contributory pension, free life assurance, free family medical cover. Applications in strict confidence to:

Gerry Williams, Personnel Controller  
VISNEWS LIMITED

Cumberland Avenue, London NW10 7EH Telephone: 01-965 7733

## Financial Controller, Europe

London c.£30,000 + car

This very successful international company is already a leader in its field and enjoys substantial growth prospects. Its worldwide turnover exceeds £1bn of which the European group accounts for nearly a quarter. The Financial Controller, Europe will be a key member of the Head Office team with the prime responsibility for co-ordinating the financial activities and reporting of the European

subsidiaries. Periodic visits to Europe will be necessary. Candidates, aged 35 to 45, must be professionally qualified and have at least five years' experience of international corporate operations at a senior level. Salary is negotiable around £30,000 with a car and benefits.

**PA**

PA Personnel Services

Hyde Park House, 60a Knightsbridge, London SW1X 7LE.  
Tel: 01-235 6060 Telex: 27874

## GROUP FINANCE-TAX SPECIALIST

London, West End

c.£17,000 + car

Habitat Mothercare, a major and fast-expanding international retail group, wishes to strengthen its Group Finance department by the appointment of a Group Tax Accountant with a broad experience of corporate taxes. You will be responsible for the preparation, review and submission to the Inland Revenue of UK tax computations, year-end accounting for tax in the Group Annual Accounts and subsidiary statutory accounts, group tax planning (UK corporate tax and VAT as well as overseas tax) and other special exercises. Additional experience in trust and personal taxes would be useful as responsibilities will also cover the Group's employee share participation and share option schemes.

Candidates should have at least 2/3 years' experience in corporate taxes, preferably from one of the major professional practices. The ability to deal with senior management and to work with minimum supervision is also required.

Interested candidates should write to Don Leslie at GABRIEL DUFFY CONSULTANCY (London) Ltd, 29 Thurloe Street, London SW7 2LQ, or telephone him on 01-581 0895 (day)/01-832 6229 (evening and weekends). All replies will be treated in strictest confidence.

habitat/mothercare

## BUNZL FINANCIAL PLANNER

City Based

c. £15,000 + bonus + car

Over the past three years Bunzl has pursued an aggressive strategy of expansion, involving the acquisition of over twenty companies in the U.K., U.S.A. and Australia and a significant re-orientation of the company's strategic direction, leading to a rapid rate of earnings growth. The key task of the company's small central management team is now to build on the initial success of this approach.

Reporting to the Group Strategic Planner, the prime responsibility of the Financial Planner will be to review the financial implications of major acquisition and capital expenditure proposals. The successful candidate will also be part of the small team responsible for the formulation of the Corporate plan and the annual appraisal of Divisional strategic plans and budgets. The two previous holders of this position have been promoted internally within three years of appointment.

Applicants should be Graduate Accountants, aged 25-35, with at least two years post-qualification experience of an analytical nature. A full understanding of acquisition evaluation techniques is essential and previous experience in planning and financial modelling would be an advantage.

Please reply to:

A. S. Knighton, Group Personnel Manager  
Bunzl plc, 21-24 Chiswell Street, London EC1Y 4UD

## MANAGEMENT ACCOUNTANT

Central London

Cable and Wireless, the worldwide telecommunications Group, has recently established its Cableships & Submarine Systems Division as an independent and fully accountable business unit.

The Division now requires a qualified, ambitious and self-motivated Accountant to head its Management Accounting team, and who can make a positive contribution to the growth and development of this unit.

Key responsibilities will include the provision of financial guidance to aid implementation of plans and policy for the Division's operational activities, development of business proposals and associated contractual matters. You will also be expected

to contribute to the development and introduction of integrated financial recording and management accounting systems.

Your previous experience will therefore include management accounting in a creative role and exposure to commercial considerations in a competitive environment. Innovation and the skill to communicate effectively at a senior level is essential.

Our demands are high but in return we offer a generous salary, excellent career opportunities, relocation assistance where necessary and normal large company benefits. Please send full CV to: The Recruitment Manager, ref: R259, Cable and Wireless PLC, Mercury House, Theobalds Road, London WC1X 8RX.

**Cable and Wireless**  
WE'VE GOT CONNECTIONS

## Group Accountant

Belgium US\$32,500

This is a new post at the Antwerp headquarters of a privately owned group whose activities embrace 18 countries. Accountable to the Financial Director, but reporting directly to the MD, he will be responsible for the Group's accounting function. It is expected that selection will be made from Chartered or Certified applicants under 32 years of age. Experience of computer systems would be an advantage, and a working knowledge of French highly desirable, together with ready acceptance of long hours and some overseas travel. Benefits include excellent career prospects, profit related bonus, pension scheme, car, and housing assistance during the settling-in period. Please send cv to Ref: MA 487, Robert Marshall Advertising Limited, 44 Wellington Street, London WC2E 7DJ, or ring 0993-844546 for further details.

Robert Marshall  
Advertising Limited



## Corporate Tax

We wish to appoint a tax specialist to join our substantial Corporate Tax Department which already includes solicitors, barristers and a chartered accountant.

The successful applicant will advise companies in the UK and overseas on the tax implications of a wide variety of complex commercial transactions. The work is of high quality, demanding and interesting, much of it involving an international element. The Department's activities do not involve computational or compliance work.

Applications are invited from experienced tax practitioners with appropriate legal, accountancy or Inland Revenue backgrounds. Applicants should be able to demonstrate a high level of professional achievement and an ambition to succeed in this growing and important field.

The successful applicant will enjoy a substantial salary, other benefits and good career prospects. If you would like to be considered, please write with a detailed curriculum vitae to Garth Pollard at

**CLIFFORD-TURNER**

Blackfriars House, 19 New Bridge Street,  
London EC4V 6BY

## Chief Accountant

North London

c.£16,000 + Car

Our client a manufacturing company turnover £10m, division of a quoted group seeks to recruit a well experienced Chief Accountant. Responsible for running an accounts department of ten, the successful applicant will control preparation of budgets, management accounts and year end accounts for submission to Head Office with continuing development of computer systems. Applications are sought from qualified accountants 30-40 with broad accounting and staff management skills.

Applications to A. A. Harmond.



**Reginald Welsh & Partners Ltd**

ACCOUNTANCY & EXECUTIVE RECRUITMENT CONSULTANTS

123/4 Newgate Street, London, EC1A 7AA. Tel: 01 600 8387  
(Associate Offices in America & Nigeria)



# Accountancy Appointments

## Financial Control

High Technology c.£18,000

For a major communications group operating in the UK and internationally, which continues to grow rapidly in a competitive environment.

Buoyant demand, the research programme and the introduction of new products and services have created an increasing need for improved management information. Working from the centre of the group, your prime role will be project leader for a major costing development programme, supplemented by ad hoc studies. The development phase will call for imagination as well as the practical skills required for implementation. In due course your work should lead to excellent career opportunities within either the corporate centre or operating divisions.

You will be a qualified accountant with substantial management accounting and costing experience, ideally gained with a group operating sophisticated reporting procedures. The base is London, with some UK travel.

Please write in confidence to EH Simpson, quoting ref. SF231, at 10 Bolt Court, London EC4A (telephone 01-583 3911).

**Chetwynd  
Streets**  
Management Selection Limited

## Young Chartered Accountant

27 - 30 City £20,000+

Our clients are a new member firm of the Stock Exchange, with strong capital backing.

They wish to appoint an outstanding young Chartered Accountant to assume full responsibility for the firm's accounting function including the development and implementation of computerised systems, the production and interpretation of periodic financial, management and statutory accounts, and returns to appropriate regulatory bodies. Additional responsibilities will include working closely with the Directors to plan the expansion of the firm in new market sectors.

Candidates will be young graduate Chartered Accountants with 3 years' post qualification experience gained in stockbroking, stockjobbing or other international dealing environment.

This post offers exciting prospects to the right candidate.

Please send a comprehensive career résumé, including salary history and day-time telephone number, quoting ref: 2182 to W.L. Tait, Executive Selection Division.

**Touche Ross & Co.**  
Hill House 1 Little New Street London EC4A 3TR Tel: 01-353 8011

## Finance Director

£35,000 BASIC City Age 28-40

Few Chartered Accountants meet the following specifications:

- age 28-40
- demonstrably worth £35,000 plus very substantial fringe benefits
- proven leader at senior management level
- outstanding credit/risk evaluation skills, not necessarily in the City
- sound computer systems experience
- tough, determined and agreeable personality.

If you are one of them, please contact us immediately. Peat Marwick is acting for a City company, a large and powerful force in a dynamic and rapidly changing business sector.

You can register an interest by writing in confidence to Monica Clancy at Peat, Marwick, Mitchell and Co., Executive Selection Division, 165 Queen Victoria Street, Blackfriars, London EC4V 3PD, enclosing career details and quoting reference L.396-1.

**PEAT  
MARWICK**

## Chief Accountant

Barnard Castle, Co. Durham: £18,500 + car

Glaxo Operations UK Limited is a principal operating company of the Glaxo Group, which is a leading international pharmaceutical group with a successful research record in many therapeutic areas. Glaxo Operations employs over 4,000 people at a number of locations in the UK.

The pharmaceutical factory at Barnard Castle is the company's largest secondary production facility and occupies a 50 acre site in a pleasant location in Teesdale. It employs 1,400 people and manufactures a wide range of ethical pharmaceutical products for both UK and export markets.

Following internal promotion we now wish to appoint a Chief Accountant, who will report to the Factory Manager and be responsible for all financial matters relating to the site. He or she will have a staff of 40 who control the financial and costing systems which are substantially computerised. The company has a heavy investment in modern computer systems and the Chief Accountant will have a major involvement in their future development.

As a member of the senior management team, the Chief Accountant will participate in decisions affecting the overall management and development of the factory where a major capital investment programme is now under way, and will also provide comprehensive management information to fellow managers.

As rigorous financial and accounting control is essential for this major site, we are seeking a high calibre, qualified accountant with a first class educational and professional background, who already has had a successful background in industry.

The company offers an attractive remuneration package and benefits including a company car, profit sharing bonus scheme, non-contributory pension scheme and assistance with relocation where appropriate.

Please write, sending a C.V., or telephone for an application form to: Miss V. A. Waters, Site Personnel Manager.

**Glaxo Operations UK LIMITED**  
GREENFORD ROAD, GREENFORD, MIDDLESEX. TEL: 01-422 3434, EXT. 3824.

## Planning Manager

Central London £17,500 + bonus + car

A positive commitment to growth has made our client one of the most successful retailing groups in the UK. Due to the promotion of the present incumbent to a Board level appointment, a financial executive is now required for one of their subsidiaries, a major high street fashion chain (turnover in excess of £100 million).

Reporting to the Financial Director and responsible for a small team, this commercial role will incorporate the preparation and control of group planning, forecasting in the short and long term, performance assessment, cash flow and computer development.

The successful candidate, a graduate accountant (aged 27-32), will have gained previous exposure in a sophisticated marketing environment. Although personality and presence are of paramount importance for this highly visible appointment, some strategic planning experience would be preferable. Assertiveness, acute business acumen and the ability to contribute in a broad sense to corporate development are vital for success within this dynamic group. Career prospects are good and the attractive salary package will include a performance related bonus.

Candidates should write to Nigel Hopkins, FCA, enclosing a comprehensive curriculum vitae, quoting ref. 143, at P.O. Box 143, 31 Southampton Row, London WC1B 5HY.

**MP**  
**Michael Page Partnership**  
International Recruitment Consultants  
London New York Bristol  
Birmingham Manchester Leeds Glasgow

## Financial Accountant

c.£16,500

The British National Oil Corporation is one of the world's largest oil traders, marketing over half the total crude oil production from the UK sector of the North Sea. The Corporation also trades substantial volumes of LPG and hydrocarbon products.

Reporting to the Financial Controller, the Financial Accountant is responsible for the management and control of the Corporation's financial records and the production of Corporate accounts.

The successful candidate will be a young qualified accountant with several years post-qualifying experience. Oil industry experience is preferred but not essential.

A salary in the region of £16,500 is offered, together with medical insurance and a first rate pension scheme.

If your qualifications and experience match the requirements for this position send a detailed curriculum vitae to the Personnel Manager, The British National Oil Corporation, 1 Grosvenor Place, London SW1 quoting Ref No. FA/EMCA/FT or alternatively telephone 01-235 8020 ext. 254 for an application form.



**The British National Oil Corporation**

London SW1 - Late 20's-Early 30's

## Chief Accountant/Wine Trade

An old-established firm of wine shippers seek a Chief Accountant who, by degrees, will take over the wide responsibilities of the Financial Director/Company Secretary who retires next year.

A full or part qualification in accountancy is essential together with expert knowledge of computerised accounting systems, but of equal importance is an ability to fit in to a small, busy office and to play a part in the general activities of an extremely friendly but professional and successful firm.

An excellent salary plus bonus is offered with profit participation once Board Status is, in due course, achieved.

Please write in the first instance to Ted Troubridge (ref 558) at Overton Shirley and Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Tel: 01-248 0355.

**Overton Shirley & Barry**  
INTERNATIONAL SEARCH AND SELECTION CONSULTANTS

## LEX MAGAZINE DISTRIBUTORS

**Lex SERVICE**  
Lex Magazine Distributors are the UK's major carriers of magazines and periodicals, and are a recently acquired subsidiary of Lex Service plc which has a worldwide turnover in excess of £880m.

## FINANCE & MARKETING DIRECTOR HERTS. c£17,000 + CAR

As a result of rapid expansion in the company's activities, a top flight executive is to be appointed to control its crucial future development with particular regard to finance and marketing. The successful applicant will be required to participate actively in the overall management process, with a strong degree of emphasis on developing business strategy.

Suitable applicants, aged under 40, will be currently employed in a senior financial position encompassing a marketing bias, ideally within a service industry. The responsibilities of this position obviously demand a positive, well-balanced approach; the ability to interact successfully with personnel at all levels, and above all an innovative, creative approach to business management.

Contact John Woodcock at Robert Half for further information.

**ROBERT HALF**  
KENSINGTON HOUSE, SUFFOLK STREET, BIRMINGHAM B1 1LN. 021-643 1683

## ACCOUNTING AND TAXATION MANAGER

★ SALARY RANGE £11,585 - £15,395 P.A. ★ STAFF MORTGAGE FACILITIES

The Alliance Building Society is seeking a qualified accountant to manage the Accounting and Taxation Department located at our Head Office in Hove. The Alliance is the eighth largest society in the country with assets approaching £3,000 million.

The main duties of this position will be to research the tax aspects arising from new operations and legislation and to carry out ad hoc investigations. Other responsibilities will include statutory accounts, tax compliance work and development of financial and accounting systems.

Applicants should be under age 40 and have at least two years relevant post-qualifying experience at a senior level. Salary will be in the range £11,585 to £15,395 per annum and other benefits include attractive staff mortgage facilities, an excellent contributory pension scheme and private medical insurance.

Applications, supported by full personal and career details, should be submitted to: David Anson, Personnel Department Manager, Alliance Building Society, Alliance House, Hove Park, Hove, East Sussex BN3 7AZ.

**ALLIANCE  
BUILDING SOCIETY**

## ACCOUNTANT

to £16k

Harp Heating, the leading independently controlled domestic heating contractor in the UK (T/O £20m), is looking to fill the position of Accountant.

A suitable candidate would be fully qualified with commercial experience aged 30+

- who could control and motivate 17 staff
- be responsible for the timely production of management information, statutory accounts and ensure maintenance of accounting controls.
- assist in the development of accounting systems (financial and costing)

The successful candidate will report directly to the Chief Accountant and must be able to relate to all levels of personnel outside the accounting function.

For further information and an application form contact:

Mrs Moire Crudginton,  
Personnel Manager  
Harp Heating  
47 Homesdale Road, Bromley BR2 9LF (01-484 6576)

**HARP  
HEATING**

## Finance Director Designate

Cheltenham c£20,000 + Car

Our client is an engineering concern, principal subsidiary of a quoted company. Reorganisation within the group has created an exceptional opportunity for the appointment of a Financial Controller with main board potential. Applications are sought from qualified accountants ideally 28-35 with broad costing, management accountancy and leadership skills. Major success in the role will lead to further opportunity to progress into General Management.

Applications to R. J. Welsh.



**Reginald Welsh & Partners Ltd**  
ACCOUNTANCY & EXECUTIVE RECRUITMENT CONSULTANTS  
123/4 Newgate Street, London, EC1A 7AA. Tel: 01 600 8387  
(Associate Offices in America & Nigeria)



# Accountancy Appointments

## Financial director

SE Midlands, to £25,000



For a well regarded privately owned group with interests in contracting, property, plant hire and the service sector. Turnover £13m.

This is a new post in which you will work closely with the Group MD in developing strategy and in monitoring the group's performance. The job will be wide ranging in its scope but the important initial tasks will be to strengthen financial management throughout the group, to provide the impetus needed to make computer based information systems work for front line managers and to contribute to commercial decisions at main and divisional board level.

You must have a strong background at controller level in financial and management accounting, budgeting, cash and asset management and computers.

Résumés including a daytime telephone number to E J Robins, Executive Selection Division, Ref. R214.

Coopers & Lybrand associates

Coopers & Lybrand Associates Limited  
management consultants

43 Temple Row  
Birmingham B2 5JT

## Consulting Managing Director

London

c.£30,000 + participation

Our client is a major firm of chartered accountants with a network of regional offices in the UK and associates overseas, and a wide spread of blue-chip and smaller clients. They are now establishing a broadly based management consultancy company, which will provide advice on financial control, systems, communications, corporate planning and marketing.

As Managing Director of this company you will be involved in all aspects of developing the practice including marketing its services; managing assignments; financial control; and recruitment and career development.

Probably in your thirties or forties, you are likely to have a professional qualification in accounting, ideally backed by a business degree. Previous consulting experience at a senior level is essential.

Write in confidence to EH Simpson, quoting ref. S273, at 10 Bolt Court, London EC4 (telephone 01-553 3911).

Chetwynd  
Streets

Management Selection Limited

## Cost and Management Accountant

c.£12,500 - Mid-Surrey

For an ACMA with a couple of years experience in a commercial or manufacturing environment and proven man-management skills, there's something interesting at the mid-Surrey Head Office of this major Group. Their business is providing materials and services to the construction industry. Their name is a household word. And the new Cost and Management Accountant they're seeking will work alongside the present Cost and Management Accountant, prior to taking over his role and responsibilities in a year's time.

That, at least, is the plan and it's a fascinating opportunity for a young, self-motivated accountant who is capable of running a small, sophisticated and computerised department. Salary will start at around £12,500 but, for obvious reasons, should increase considerably next year. There are a full range of company benefits and generous relocation assistance is available if required.

Write with full CV, or phone for an application form, stating any companies to which your application may not be sent, to: FR Wilcockson, Director. Tel: 01-836 4466 (quoting Ref. 281).

WBH whites bull holmes ltd.  
63-65 ST MARTIN'S LANE, LONDON WC2N 4HX

## Group Financial Manager - Director Designate

New top job with a thriving manufacturing Group  
c. £20,000 plus bonus and car : South East London

This is the senior financial appointment in a private group of companies, turnover around £10 million, which has a good record of profitable growth from its diversified manufacturing operations. The business owes much of its success to sustained investment in modern manufacturing facilities, effective management control, and a committed work-force.

Accountability for all financial and management accounting in the Group will be comprehensive with particular emphasis on the further development of financial planning and control systems and computerisation. Involvement in the management of the business will be total and the successful candidate will be expected to play a full role in determining the future pace and direction of business development. Success will bring a Directorship in about 12 months.

Candidates, age 35 to 45, and seasoned professionals with relevant top level management experience in manufacturing will be able to demonstrate outstanding financial and commercial acumen.

Salary is for discussion around £20,000. Additional benefits include attractive bonus, executive car and generous help with relocation if appropriate.

Please write - in confidence - with full career details to John Hodgson ref. B.18286.

This appointment is open to men and women.

HAY-MSL Selection and Advertising Limited, Sovereign House, 12-18 Queen Street, Manchester M2 5HS.

Offices in Europe, the Americas, Africa, Australasia and Asia Pacific.

HAY-MSL

MANAGEMENT SELECTION

## Young Financial Controller

West London  
c.£15,000 + car

Our client is a successful, well established company with a turnover of around £3m, and growing fast.

The company is engaged in fashion design, manufacture, wholesale and retail. It has recently completed the first phase of an exciting development plan involving the opening of a chain of fashion shops. The rapid growth in business and the need for stringent business planning has highlighted the need to appoint a young Financial Controller to work at Board level reporting to the M.D.

You will be responsible for all financial and company secretarial aspects of the business with particular emphasis on developing computer based management reporting systems and exercising strong financial control.

You will be a qualified accountant with at least 2 years post qualifying experience ideally in industry or commerce, and will be ambitious, committed and commercially aware.

The company offers an attractive remuneration package with excellent career prospects.

Please send detailed C.V. including salary and day time telephone number, quoting Ref B2012 to W.S. Gilliland Executive Selection Division.

Thornton Baker Associates Limited, Fairfax House, Fulwood Place, London WC1V 6DW.

## ACCOUNTS MANAGER

£10,000-£15,000 pa

For International Stockbrokers. Candidates, who should be qualified accountants or qualified by experience, will be responsible for the day to day running of the department. Self-motivated, a stable career record, previous supervisory experience and a good knowledge of computerised accounts is essential.

Call Sylvia Homer  
on 226 0642/0643

ABACUS RECRUITMENT  
30/31 Queen Street, EC4

## Finance Director

Warwickshire • c.£22k + car

Our client is a leading national distributor of replacement motor components with over 150 branches in the UK and Europe, and sales in excess of £70m.

A high calibre Finance Director is now sought to assume overall control of an established function, reporting to tight deadlines from several locations including 4 outside the UK mainland.

You will be responsible for formulating and implementing all financial policies and practices but with particular emphasis on upgrading information for senior management, developing financial and branch systems and evaluating major business projects.

Reporting to the Chief Executive you will, as a member of the Executive Committee, play an influential role in all areas relating to the company's

performance. Aged at least 32, a graduate with a recognised accounting qualification you will have wide ranging experience, particularly of businesses that operate on a multi-site basis. You must have authority, maturity and a high degree of commercial acumen to achieve tangible results working as part of this professional team.

The salary is negotiable as indicated and a company car will be provided.

A competitive benefits package will be offered together with relocation assistance where necessary.

Please write or telephone for an application form, or submit your cv, quoting ref B9868/RT (address to the Security Manager if listing companies to which it should not be sent) to: David Morris, at the address below.

PA

PA Advertising

6 Highfield Road, Edgbaston, Birmingham B15 3DJ.  
Tel: 021-454 5791. Telex: 337239

## Assistant Partnership Secretary ACA-Stockbroking

Age 23-27

c.£16,000 including bonus

Our client, a major firm of stockbrokers, will shortly appoint an assistant who is likely to be a newly qualified ACA. His/her responsibilities will be wide ranging and will include the compilation of financial and management accounts, supervision of the nominal ledger, salaries and company secretarial duties.

The opening offers an outstanding opportunity with distinct career prospects. Candidates should be able to demonstrate a reasonable interest in the financial sector. Initiative and inter-personal skills are essential.

An attractive salary, which will include a bonus element, will be negotiated, but is unlikely to prove a problem for the right candidate.

Please apply to Jock Courts, Career Plan Ltd., Chichester House, Chichester Rents, Chancery Lane, London, WC2A 1EG, tel: 01-242 5775.

Career  
plan  
LIMITED

Personnel Consultants

## GLC

Working for London

## Head of Finance Division Transportation & Development Department

This senior appointment has responsibility for the Department's financial management and acts as financial adviser to the Programme Controller and the Departmental Management Board.

At present the main areas of responsibility include assisting with the preparation of annual estimates, and assisting and advising on the allocation and management of resources across the Department's range of programmes, including preparation and monitoring of budgets.

A recognised accountancy qualification such as C.I.P.F.A. is required together with extensive relevant experience, including systems for resource allocation, budgetary processes, project and programme management, financial forecasting and computer based M.I.S. systems. Applicants must be forceful and effective communicators, capable of establishing good working relationships, with the capacity to offer independent financial advice to management.

Salary: £16,359 - £18,123 inclusive.

The GLC is an equal opportunities employer. We invite applications from women and men from all sections of the community, irrespective of their ethnic origin, colour, sexual orientation or disability, who have the necessary attributes to do the job.

For an application form, to be returned by 20th July, write to: GLC, Department of Transport & Development, Room 454B, The County Hall, SE1 7PB or telephone 01-633 7791.

This post is suitable for job sharing

## Financial Controller

London

c.£20,000

Our client is a medium sized firm of City Solicitors, handling a wide range of private and commercial clients.

Continued expansion has created the need for a Financial Controller to appraise and enhance the finance function. Working closely with the Finance Committee and managing a department of four, the main areas of responsibility will include monthly financial reporting, cash management, budgetary control and computer development.

The successful candidate, will have had considerable experience in a comparable environment and will be able to initiate effective proposals to improve operating efficiency. Technical expertise, the ability to delegate and identify priorities in relation to the commercial management of the firm, are essential qualities.

Candidates should write to Andrew Sales, FCCA, Executive Division, enclosing a comprehensive c.v., quoting ref. 142, at P.O. Box 143, 31 Southampton Row, London WC1B 5HY.

FP

Michael Page Partnership  
International Recruitment Consultants  
London New York Bristol  
Birmingham Manchester Leeds Glasgow

## Financial Controller

Co-operative Retail Services is Britain's largest retail Co-operative Society with an annual turnover approaching £1 billion, and plans for substantial future growth.

Retirement has created this outstanding career opportunity, and we are looking for a person, preferably aged between 35-45, with proven experience, and a practical understanding of computer based information systems. A professional qualification, and experience in a retail environment would also be advantageous.

The person appointed will be a key member of the senior management team based at our head office in Manchester, and will be responsible to the Chief Executive for the Society's financial and accounting functions.

A highly competitive remuneration package will reflect the senior level of this appointment.

For further details and application form, please write, in confidence, to:

The Chief Executive Officer  
Co-operative Retail Services Ltd  
29 Dantzic Street, Manchester M4 4BA.

GO

People who care

## FINANCIAL CONTROLLER

Food Distribution

c.£16,500 + car

The appointment is the senior financial post in the U.K. arm of a major international food group. The company seeks to be the dominant force in its U.K. market sector, and to build further profitable growth from its present base of c.£25 million sales, healthy ratios, and modern and professional management and equipment. The accounts team of 10 is responsible for the provision of normal information and services, all computerised, and the Controller role embraces the Secretariat as well as responsibility for providing a comprehensive and developing accounting function. Applicants, aged 30-35, and professionally qualified, should have run a full accounts department, preferably using micro-computers, and should be ready now to offer a business view from a broad base of accounting know-how. Personal attributes sought in male and female candidates are speed of reaction, integrity and a balanced approach to managing people. Salary negotiable as indicated plus normal benefits. Location South London area.

Candidates chosen for interview will be sent a detailed specification. Please write, sending c.v. to:

Iain Reid

PERSONNEL  
SELECTION

Personnel Selection Limited, 46 Drury Lane, Solihull, West Midlands B91 3BJ  
Telephone: 021-705 7399 or 021-704 2851



# Accountancy Appointments

## Hoggett Bowers

Executive Search and Selection Consultants  
BIRMINGHAM, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE and SHEFFIELD

### Financial Director

Yorkshire, to £30,000 + car

A major manufacturer of branded consumer durables with a turnover in excess of £30 million, a first class product range and ambitions to go public within the next 3 to 5 years, requires a high calibre executive to control and develop their finance function. Aged 37-50, candidates, probably graduates ACA's, should have a background in high volume, medium to light manufacturing companies, probably with an FMCG, retail or distribution content. Reporting to the M.D., responsibilities will range from computerised systems development to interface with the city and therefore requires a broad based, commercially aware Financial Director appreciative of the many demands of general management and capable of managing the change as the Company grows in a highly competitive market place. There are excellent future prospects and the client offers a first class remuneration package with profit share. Relocation assistance is available.

P.A. Addley, Ref: 11559/FT. Male or female candidates should telephone in confidence for a Personal History Form 0632-448661, Minerva House, East Parade, LEEDS, LS1 5RX.

## MERCHANT BANKING AND TRADE FINANCE

JOHNSON MATTHEY BANKERS LIMITED, a British-Joined International Merchant Banking Group, have the following opportunities in their City office.

### Assistant Manager - Bills and Documentary Credits Department

Responsible to the Departmental Manager for the supervision of a department of approximately 20 staff, this is an excellent career opportunity for someone in their late twenties-early thirties with good administrative and organisational skills, together with several years supervisory experience. Candidates will have experience of all aspects of bills and documentary credits work including ECGD cover, foreign exchange, loans and deposits ideally gained in international divisions of larger banks. An A18 qualification is essential.

### Newly Qualified Accountant - Loans and Advances Department

Working closely with our Account Officers, Credit, Banking and Securities Departments, this position will involve some customer contact. The role is to provide senior technical support to the Bank's Account Officers and the successful candidate will become closely involved in analysing and monitoring a wide variety of projects. Candidates should be recently qualified ACA/ACCA in their mid-twenties with a degree, and auditing experience ideally gained in a banking or financial services environment.

It is envisaged that both positions will carry salaries well into five figures (to be reviewed in April 1985); highly competitive fringe benefits normally associated with a successful merchant banking group, and progressive career prospects. Please write with full career details and current salary to: Graham Dunning, Assistant Manager - Personnel, Johnson Matthey Bankers Limited, 5 Lloyd Avenue, London, EC3N 3DB. Telephone 01-461 3181 Ext 360.



JOHNSON MATTHEY BANKERS LIMITED

## Management Accountant

West End

c £15,000 + car

A privately owned commodity trading group, with significant standing in the Middle East, currently seeks a young newly qualified accountant (preferably an ACA) to assist in the development and strengthening of the finance function.

Reporting to the Group Financial Controller, the successful candidate will be responsible for the provision of annual and monthly management accounts and financial reports for the UK based service company.

Aged around 25, you will have gained experience of computerised accounting techniques and general administrative duties in a fast moving environment; some staff supervisory experience would be an advantage.

Applicants with an outgoing and flexible personality and the required level of technical expertise and accuracy, will find this appointment both challenging and rewarding.

Candidates should write to Don Daw, FCA, Executive Division, enclosing a comprehensive curriculum vitae, quoting reference 140, at Michael Page Partnership, PO Box 143, 31 Southampton Row, London WC1B 5HY.



Michael Page Partnership  
International Recruitment Consultants  
London New York Bristol  
Birmingham Manchester Leeds Glasgow

### PA to Chairman Newly Qualified City

to £15,000

An excellent and unusual opportunity for a commercially aware young accountant to work on investigations, acquisition appraisals and project analysis for the Chairman of a diverse City group with interests in the UK and overseas. The successful candidate will have an independent approach and should be ready to take on general management responsibility in a subsidiary after two years. Call Jane Woodward E.A. - Ref: 7921.

### Business Analyst - Oil

to £14,000

A first step on a defined career path with this major US group. The role involves review and analysis of crucial business areas, utilising the latest computer technology for management information. Analysts, graduate qualified accountants in their mid 20's, prepare slide presentations for senior managers and detailed narratives for profit objectives. Call Penny Strawson M.A. - Ref: 7886.

### Corporate Planning Analyst

£15,000+ Excellent benefits

As the third member of a high calibre team, the analyst will present appraisals on business performance, planning, capital expenditure and acquisitions to the Chairman and Executive Directors of this British international. A company car and promotion into a Business management role are possible within a year for the graduate, high calibre Chartered Accountant. Call Bill Carleton E.A. - Ref: 8161.

### Project Accountant - Banking City

£15,000+ benefits

An unusual role offering a young graduate accountant the opportunity to join this successful US bank. The emphasis is on ad hoc investigations and analysis covering a broad spectrum of the bank's activities, providing the necessary experience for future involvement in a specific function. Call Ian Gascoigne M.A. - Ref: 8106.

## Personnel Resources

78 GRAY'S INN ROAD, WC1X 8US 01-242 6321

Newly qualified for...

## CORPORATE FINANCE

Manchester

£ Neg + benefits

This is an excellent opportunity for an ambitious young graduate Chartered Accountant to join the corporate finance department of a well established and prestigious merchant bank. The appointee, in his/her mid 20's, will work closely with a Director and be fully involved in all aspects of the department's activities. Candidates must therefore have the personal qualities to operate effectively at the highest levels and demonstrate a creative and positive approach.

Career prospects are excellent and the salary is backed by benefits including bonus and relocation where necessary. Interested candidates should contact Peter Mann on 061-236 1553 quoting reference number 4604 or write to him at our Manchester address.

Brook House, Fountain Street, Manchester M2 2EE. Tel: 061-236 1553.

DOUGLAS LLAMBAS  
Douglas Llambas Associates Limited  
Accountancy & Management  
Recruitment Consultants



## MANAGEMENT ACCOUNTANT

ACMA age 22-27

neg. to £15,000 and benefits

Our Oxford based clients are world leaders in the supply of medical hi-tech equipment. As annual turnover has risen from £7.25m in the last 2 years and staff has doubled, prospects are very exciting.

Reporting to the Finance Manager, the successful candidate will, with adequate support, be responsible for the maintenance of a standard costing system, variance analysis, the control of work-in-progress and a total inventory investment of £8m. Using a Hewlett Packard 3000 system, he or she will account for direct cost of sales c. £14m.

This is a key management position calling for drive, ambition, high work-rate, good interpersonal skills and decisiveness. Benefits include a subsidised canteen, share participation scheme and relocation where appropriate. Please telephone and send your career details swiftly to:

Lynne Attwood, PA to the Managing Director  
ACCOUNTANCY APPOINTMENTS EUROPE  
1-3 Mortimer Street, London W1N 7RH  
Tel: 01-657 5277 ext. 281/282 or Direct 01-580 7695/7739

## FINANCIAL ACCOUNTANT (INSURANCE)

25 up. From £12,000 upwards

CA or ACCA as Asst. to Chief Accountant of larger London Market Insurance Co.

All aspects of Fin. Control/returns.

Ins. exp. pref.

Andrew Moore, ACII  
Moore & Weeks Ltd.  
(Rec. Cons.)  
52-57 Mark Lane, EC3  
01-481 1886

## AUDIT SUPERVISOR

Min. £15,000 (Age 28+)

International Oil Co. wishes to appoint a dynamic Chartered Accountant to take charge of the financial audits of their subsidiaries. Variable travel. Knowledge of foreign languages an asset.

Call Mrs Horner on 236 0642/0465 or send c.v. to:

ABACUS Recruitment  
30 Queen St, EC4  
(Recruitment consultants)

## MARKETING ACCOUNTANT

An excellent career opportunity for a young, commercially aware accountant within a fast moving consumer environment. This household name company offers a broad, commercial role responsible for the marketing activity at Head Office. Working closely with Brand Managers the successful candidate will monitor brand performance, pricing policies and promotional expenditure on both new and existing products and take responsibility for plans and forecasts. Suitable candidates will be energetic, outgoing individuals possessing a recognised accountancy qualification, excellent communication skills and a proven track record, preferably within an FMCG environment.

C. LONDON. Ref: JG c.£15,000

## HEAD OFFICE ROLE

An ideal introduction to a U.S. multinational for an ambitious, young accountant. This position covers a wide spectrum of activities which include financial and management accounting, analysis and forecasting. Applicants should be qualified, ideally with 1-2 years post qualifying experience. FMCG exposure an advantage. Suitable for candidates looking for a career move which offers involvement, responsibility and prospects.

LONDON. Ref: CW To £15,000

The Robert Half Accountancy Salary Survey 1984 is now available. Please write or phone for a complimentary copy.



## SENIOR MANAGEMENT ACCOUNTANT

Central London

£16,000 p.a. plus Terminal Gratuity

Our Client is undertaking a major Ministry of Defence contract and is seeking a fully qualified, experienced Accountant (preferably ACA/IA) to take overall control and development of the Management Accounting function of this project. Reporting to and, in his absence deputising for the Finance Manager, your key tasks include:

- provision of financial guidance to senior management
- control of budgets
- preparation of business plans and cash flow forecasts
- preparation of regular reports and reviews for the Company and M.O.D. personnel
- cost estimates and feasibility recommendations
- control of costing rates
- development of computerised information in conjunction with the Computer Manager

You will also be required to make occasional overseas visits. This position is for a 2-year renewable contract and carries a competitive remuneration plus Terminal Gratuity payment. Please write with full career details quoting Ref 202, or telephone Terry Fuller, Deansgate Management Services, Carrick House, 27-32 King Street, Lower Garden, London WC2E 8DL. Telephone: 01-240 9108/9.

DEANSGATE MANAGEMENT SERVICES  
ADVERTISING - SEARCH - SELECTION

## MANAGEMENT AND SYSTEMS CONSULTANTS

We are a young and successful company supplying a wide range of consultancy services. Due to continuing expansion we require additional consultants who fit in to either of the following categories:

- 1) Qualified Accountants with extensive experience of financial management.
- 2) Computer Systems Consultants with experience of micro technology.

Please reply to: R. J. PAGE, GUARDIAN MANAGEMENT SERVICES LTD., 31 FITZROY SQUARE, LONDON W1P 5HH.

## GROUP FINANCIAL CONTROLLER

South East

To £25,000 + Car

Our client is a small, profitable multinational electronics manufacturer, which has experienced rapid growth since its inception and is planning to go public towards the end of 1984.

Key to the future development of the business is the provision of an effective financial interface between the Board of Directors and Operating Companies by the appointment of a Group Financial Controller.

Applications are invited from Graduate Chartered Accountants aged 34-40 who, since qualifying with a major professional firm, have held senior appointments within a quoted manufacturing organisation. In addition to strong personal presence and communication skills you will have proven experience of management reporting, corporate taxation, consolidations and stock exchange procedures.

This outstanding opportunity will enable the successful candidate to join a general management team in the running of a progressive organisation and will result in a medium term Board appointment.

Please reply in confidence with brief career details or telephone MALCOLM J. HUDSON.

## HUDSON SHRIBMAN

The complete financial selection service  
College Hill Chambers, 23 College Hill, London EC4R 2RT. Tel: 01 248 7851/8 (24 hours)

## Group Financial Director

West Midlands

Circa £20,000 + Car

Commitment will be demanded in this Senior Executive role embracing all financial and accounting responsibilities for the Group. The rewards are commensurate and include exceptional career prospects. The Group is a multi-million pound mechanical and electrical services organisation operating on a national basis through decentralised divisional management with ultimate accountability to the Head Office. The immediate requirement is for a forward looking, commercially able qualified accountant between 35 and 45 with the necessary management ability to take increasing responsibilities. Preferred candidates will have previous experience in a contracting environment, a knowledge of external financing and a thorough appreciation of EDP applications together with a positive personality that is results orientated.



Please send full career and personal details to John Overton, F.C.A., Overton Management Selection Limited, Monaco House, Bristol Street, Birmingham, B2 7AS or telephone 021-622 3838 for an application form, quoting reference 8/1174/FT.

## FINANCIAL DIRECTOR

Aged 32-36

c. £20,000 p.a.

For a high volume retail product manufacturing company which for the first time is expanding its Board to incorporate financial directorship skills. Privately owned and marketing led the company is enjoying on-going growth which is taking their sales through the £10m per annum mark addressing the D.I.Y. and related wooden products market place.

Candidates will probably be Chartered Accountants with a demonstrably successful track record to date gained ideally in a retail orientated manufacturing environment.

Salary is negotiable and need be no bar to application. Benefits are excellent and include relocation assistance to this rural Shropshire area.

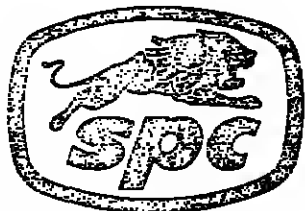
Candidates should submit details of age, experience, qualification and current earnings, quoting reference 0624 to:

QMS Recruitment  
Quorn House, 6 Princess Road West  
Leicester LE1 6TP

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APPEAR EVERY THURSDAY  
RATE £34.50 per single column centimetre



# International Appointments



## HEAD OF MANUFACTURING

Singapore Petroleum Company, an established Singapore-based international oil company engaged in refining, marketing and trading with an annual turnover of over US\$1 billion, seeks to appoint a high calibre person as Head of Manufacturing to direct and co-ordinate its manufacturing operations through proper management of facilities, inventories, personnel and related services.

The successful candidate will assume full responsibilities for the overall manufacturing activities of the company after undergoing a short period of familiarisation. He will report to the President & Chief Executive. As a member of the top management team, the successful candidate will organise, plan and analyse, and review the manufacturing operations, as well as make proper recommendations, to ensure positive contribution to the overall objectives and profitability of the company.

The desired candidate must have a recognised qualification in an engineering discipline, preferably in chemical or mechanical engineering, with at least 10-15 years' experience in the oil refining industry of which at least 5 years in a senior managerial position. In addition to having a proven record of achievement at top management level, the candidate must have sound knowledge of refining operations of medium to high complexity. To perform effectively, the selected candidate must be a highly-motivated and results-oriented person who has initiative, good negotiating skills as well as strong interpersonal and communication skills, with demonstrated ability in making presentations and reports to the Board.

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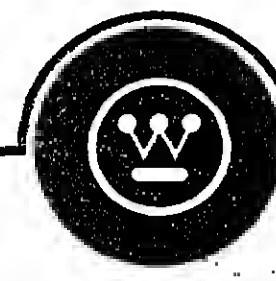
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THE ARTS

Book Review

J. W. Lambert

A singularly Victorian success story

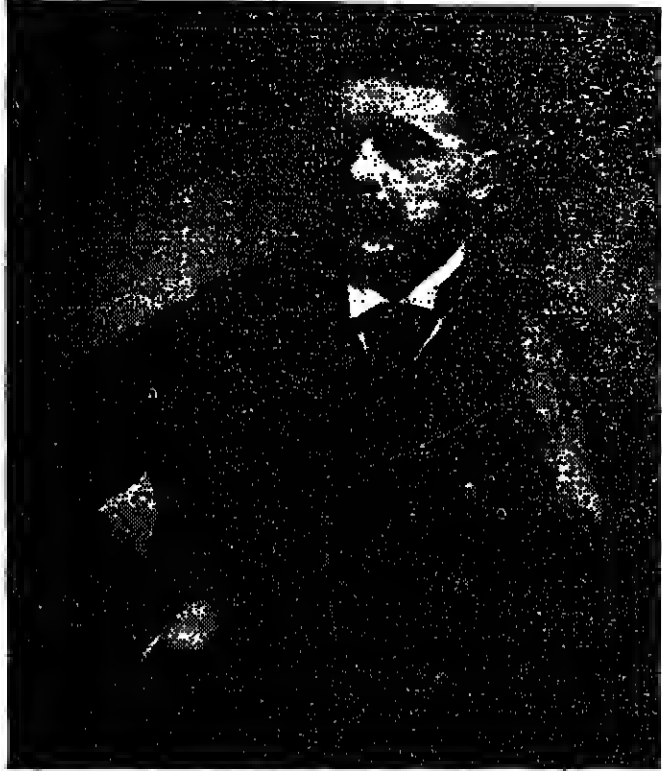
**Arthur Sullivan: a Victorian Musician** by Arthur Jacobs. Oxford, £17.50, 470 pages.  
Sullivan and the Scott Russells; a Victorian love affair told through the letters of Rachel and Louise Scott Russell to Arthur Sullivan 1864-1870 by John Wolfson. A Headline Book, Packard Publishing Limited, Chichester, £7.95, 130 pages.

A panorama and a peepshow: In Arthur Sullivan Arthur Jacobs unfolds the most detailed account yet of the Lambeth-born musician who rose by talent and personal agreeableness to the top of his world; Mr Wolfson takes six years of the composer's life (and three years of Mr Jacobs' chronicle) to reveal a complex of family tangles which the fictions of Ivy Compton-Burnett or Iris Murdoch could hardly match.

Born in 1842, Sullivan was almost entirely Irish, with an Italian injection three generations back. There is no evidence, Mr Jacobs makes clear, for any Jewish blood, though the claim was often made during his lifetime, nor for Negro strain, despite his dark complexion.

His childhood was happy in gradually, if always modestly, improving circumstances. From the age of eight he was away from home, but in charge of schoolmasters who were the very reverse of Mr Spenser; his love for his family, like theirs for him, never failed. Nor did he leave them behind in his rapid climb up the social scale. When his great musical skills brought him to the attention of influential people, he knew how to make use of them. It seems, by instinct rather than by calculation. And he used them by no means only to his own advantage; British music and musicians were his constant concern; his close friendship with the Duke of Edinburgh of the day (who when in command of one of his mother's ships boasted a complete string quartet among his officers) worked wonders for the improvement of musical education.

Throughout his relatively brief life—he died, a mere 38, as the new century began—he remained a boyhood for country and kindness; not least in his encouragement of younger composers, as the socially and professionally insecure Elgar was eager to confirm.



Arthur Sullivan: a modest background

So far, so good. But the Golden Boy was certainly by the standards of his day—gravelly flawed. A dreadful earnestness was in the air—as indeed it still is: imagine the consternation if Sir Michael Tippett, say, who so pleasingly quoted from *The Yeoman of the Guard* in his "Selling's Round" Divertimento of 1954, had followed up *A Child of our Time* with the equivalent of *HMS Pinafore* (now so gleefully reasserting itself at Sadler's Wells).

Any work of art to be "important" had to be on a large scale; and worse still, because the view is still prevalent today, to be regarded as a serious work it had to be solemn. Poor Sullivan inevitably came to believe this too; and under pressure from every quarter he laboured needlessly away at his "Frodo's Song," his "Golden Legend," and his disastrous "Ivanhoe" even as he knocked off the extravaganza for which even the mighty Viennese critic Hanslick admired him, holding him up to the Strausses and their like as an example to be followed.

Nobody, in fact, could then

I have torn out my heart and sent it back to you but I quiver from heart to foot in every fibre with the pain. Difficult to believe that Gilbert ever came to know of all this. Yet much of his lovers' dialogue might have come straight from these letters—perhaps it was common form, like the yearnings of Shakespeare's Sonnets.

Unusually for such situations, Sullivan kept the girls' letters, while they destroyed his, in which he seems to have tried to frighten them off by tales of his unworthy loose-living—and loose it certainly was. When not walking with Kings or helplessly gambling, Sullivan was often nipping off to unknown ladies even when he had settled discreetly down, faithful in his fashion, with an older American society beauty to whom as the years passed he took to referring as Annie.

Extensive quotation from Sullivan's newly available diaries enables Mr Jacobs to present a picture of what most would find an unendurable life, even without the kidney-stones which racked him for weeks on end with appalling pain, no doubt exacerbated by frenetic all-night sessions to finish overdue work.

Mr Jacobs justly notes that it is not at all clear why he kept the diary at all. Some descriptive passages during his restless travels apart, they are bleakly factual. Musical occasions of great interest are recorded mostly without comment, except the reiterated "wonderful reception" and some mixed feelings about Wagner. Sexual congress at various times of day are noted as though confirming that he had remembered to take his medicine, with only an occasional *himmlische Nacht*, "heavenly night," to remind him of some special exercise.

Mr Jacobs has sedulously assembled a prodigious chronicle, with no much musical assessment (and no music type), of Sullivan's distracted life amid the increasingly weird Victorian scene. Mr Wolfson, putting a corner of it under a microscope, has with admirable illustrations, and through the letters of two love-sick maidens brought to alarming life a family and its fortunes whose talents would today put most such middle-class groups to shame, and whose emotional excesses make current libertarian postures look even less convincing than most of them are.



Robert East (left), Nina Thomas and Ian Ogilvy: the binding of the academic and literary world

The Common Pursuit/Lyric Hammersmith

Michael Coveney

Andrew Lloyd Webber took his latest title from Elgar, so there seems no good reason why Simon Gray should not take his from F. R. Leavis. English musicians when successful become national heroes; English writers when respectable become teachers. In fact, the Leavisite title is an ironic comment on the lack of rigour in the lives of a close-knit bunch of middle-class Cambridge graduates of the mid-1960s, first seen frolicking to Wagner in the sunlit Trinity rooms of Sturt (Nicholas Le Prevost) and laying spirited plans for a panzer division assault on the metropolitan literary scene.

How high and how low these people aim is part of Simon Gray's acidulous intention; the world of Greek Street lunches, the French pub, unpaid prestige in literary magazines nobody reads. The key point is that Sturt has some sort of integrity — certainly Mr Le

Prevost suggests that he has — and that publishing obscure poems by unknown people is important. First, though, they have to secure the backing of "the greatest living poet" Hubert Stout (mysteriously transformed from Hubert Parkin—Larkin?—in the Eyre Methuen publication, £2.95).

Stuart's cronies are the rich Martin (Ian Ogilvy) whose publishing ambitions are diluted by trying to take his Faber-style friends with him to his Mitchell Beazley-style career base; the chain-smoking Nick (Robert East) who announces somewhat strenuously, that he wants "to be a big-name theatre-reviewer when I grow up, like Ken what's-it only on the Sunday Times" and ends up a television mini-personality with emphysema (like the aforesaid Ken); the promiscuous Peter (Simon Williams) whose later life veers between Oxford domesticity and much random sex littered with the

manufacture of complicated allusions and coffee table books; and the doomed Northerner Humphry (Clive Francis) who graduates from moral sciences to Moral Tutor and a grisly fate. The binding of the academic and literary world is skilfully counterpointed with the emotional ties between the group.

Stuart's college girlfriend Marjorie (Nina Thomas) acts as an odd catalyst between the shifting male friendships. These delicacies are expertly handled by the director Harold Pinter whose own play, *Bejoyal*, comes to mind in the later stages.

The action moves from 1964 Cambridge to the offices of the *New Literary Review* in 1972, ending after a period of hustling with the Arts Council (a misplaced article by Nick intended for Vogue wins the support of the literature panel — three quavers, three not three nothing) and much breast beating about children

and sterility, on a hollow semi-colog in 1979. The ebullience of the writing about the nature of loss of aspiration and the growth of poisoned camaraderie is just about commensurate for the sneaking feeling that the world of the piece is of limited, in-custodian appeal. It is aimed really at a sort of clapped out Oxbridge literature or humanities graduate of the middle 1960s who touts his way around Soho and Fleet Street. And I smell a little gunfire on the subject of a balding portly poet referred to as "Napples" who ends up in the job Nick wanted merely because the Sunday Times is impressed by his lack of qualifications. The *after-taste* is bitter, I did not, in fact, enjoy any of it very much. But Mr Pinter has elicited some quite astonishingly subtle and unexpected performances from Messrs Ogilvy, Williams and Francis.

Capricorn/Almeida Festival

Max Loppert

Russian composers of this century, with the obvious exception of Rachmaninov, Prokofiev, and Shostakovich (and, one should also say, Stravinsky), are little known and less played in the West. Tuesday's valuable chamber concert by Capricorn of 20th century Russians living and dead followed on the Almeida Festival's Shnitke programme, and was a further exercise in filling gaps, even if (inevitably) ever so slightly. While conclusive points cannot and should not be drawn from the evidence, one is immensely grateful for the chance to examine it even so.

The living were Shnitke again (represented this time by a heavily lively Serenade, in mock-anarchic pseudo-modernist style, for five players including percussionist) Edison Denisov, and Sofya Gubaydulina. Quite senior figures all three, now in their 50s—the younger generations of Soviet composers are evidently even more heavily shrouded in mystery. For Denisov's tasteful, finely shaded, rather bloodless absorptions of serial procedures and other "advanced" techniques there was a hrie rogue in the West some while back. A promised new work having failed to materialise, we heard instead his *Romantic Music* (1968), in which oboe and harp promulgated gently angular dialogue against etiolated furies from a string trio; and *Two Pieces* (1978), tiny, well-made chromatic doodles, for three instruments.

Denisov seem to reinforce is that those Soviet composers bold and adventurous enough to refuse the constraints of producing People's Music face a difficulty of an opposite and equal kind—that of discovering for themselves some form of individual stylistic consistency. Gubaydulina's *Borders of Love and Joy* for flute, viola and harp threads a delicate tapestry of post-Ravelian sounds and figures—but wildly contradicts its implicit mood and atmosphere by intermittently introducing dreadful hursts of a German poem by Francisco Tanczer (bravely spoken here by Julian Jacobson).

The dead were Popov (1904-72) and Roslavets (1880-1944), both noted in the history books as experimenters with style and form in that exhilarating period of post-Revolutionary freedom before the Stalinist clamps came down. Roslavets' Nocturne (oboe, harp, string trio, 1913) reconciles, not quite successfully, the worlds of Scriabin, Schoenberg, and Debussy. Gabriel Popov's Septet (1926-27) was perhaps the discovery of the occasion—a summa of influences (Milhaud, Hindemith, Weill, Prokofiev) and falls to hold them all within convincing stylistic bounds, the energy and brightness of its four movements made a sharp contrast in the middle of a programme of predominantly muled sounds (Shnitke's rough salutes obviously excepted). The Capricorn players did all the music proud.

Carousel/Royal Exchange

Martin Hoyle

Rouged and epicene, the ringmaster cracks his whip. Circus folk mingle with the 19th century New Englanders whose story is to unfold. In our first taste of Jeremy Sams' musical arrangement for seven players the Carousel Waltz, accordion and xylophone much in evidence, has a faintly mid-European tang that recalls the story's Hungarian origin.

If Rodgers and Hammerstein must be reduced in scale I can't imagine it done better than this. Carousel's relative intimacy inspired a vein of unaffected sweetness in such numbers as "When I marry Mr Snow," "What's the use of wondering" and "When the children are asleep." Stephen Pinnitt's direction at the Royal Exchange, Manchester, underlines individual dramas in a small-town setting. Only once did I long for the opulent surge of a big theatre band.

Successful costumes include a white-clad dream circus; her set, the revolve disguised as a wheel with broken spokes and rim, lends the choreography an occasionally cluttered air, strenuous rather than graceful. Jim Carter deserves his programme credit for "circus tricks."

The company's wholehearted approach is illustrated by Michael Feast's Billy, the rough-neck fairground barker whose ghost returns with a message of love for his widow and daughter. At first too much the rat-faced snarler, his shoulder flexing aggressiveness is both too modern and too melodramatic. With the soliloquy on his unborn child, however, he comes magnificently into his own, true-to-event and impassioned. Janet Dibley's mixture of sweetness and unwavering loyalty and Tracie Bennett's vivacity bring out the wistful charm of the gentler songs. Awesome though it is to hear lines like "First comes codfish chowder" sung by Scottish Opera's current Turandot, Ludmilla Andrew proved that "June is hustin' out all over" poses as many breathing problems as "In questa reggia" (a former Erda launched it on Broadway); but "You'll never walk alone" found her in stately form. Richard Freeman's prim and clear-voiced Mr Snow makes his mark (in the film the part went to Stravinsky's original Rake); and Jonathan Hackett's bear-like villain displays a rough humour in keeping with the folkie ebullience.

White Nights Festival/Leningrad

Richard Fairman

While the Kirov Theatre played Eugene Onegin and Aida for the White Nights Festival, the small Maly Theatre—a miniature gem of a house—risked two modern operas: a new work, Pughachov, by Kobekina and Shostakovich's recent highly-praised *Mary Stuart*. Both operas tread the prescribed path of Soviet culture. Pughachov was a people's revolutionary; Mary Stuart's execution is linked to the downfall of Charles I in England and Louis XVI in France. If history does not fit, "artistic truth" is given its head.

Pughachov's story is brief and brutal. The opera—based on Yessenin's poem—is in 11 scenes, nine of them exploring the revolutionary cause and ultimate downfall. Much is predominant: in solos they propound their ideals; in chorus they join in mass exhortation to battle. An underlying current of violent energy remains repressed. No action is seen on the stage. In these scenes there is little variety and the production added no more: an empty stage, mostly in darkness, sufficed.

Kobekina has used various types of traditional music in his score, but they are fused into a convincing whole. His basis is the text, set to follow the patterns of speech. (In his opening solo the singer playing Pughachov almost slipped into sprechstimme.) The orchestra provides an accompaniment of long, mournful cello counterpoint and twanging string ostinati; only the occasional outburst of savagery from the brass offers relief. Very little of it is memorable. This is a work with a message and everything else is subordinated to it. But two scenes of the eleven remain. In these the court of Catherine II takes the stage. Light and colour flood the stage and the music turns to heavy-handed pastiche: the recopied style of strings and amplified harpsichord. When Catherine

sings, it is with colouratura scales and other bourgeois vocal frippery. Kobekina has denied a serious examination of the issues; or perhaps present-day Soviet composers are just uncertain how to portray the old aristocracy on the stage. Shostakovich's opera is all about royalty and so pastiche is never far away. The composer has written in a number of styles in the past and this opera adds one more. He has absorbed the music of a different age and country: there are vocal solos of a recognizably "Greensleeves" cut and vigorous dances for woodwind and drums. Even when no obvious model is to hand, a rhythm or turn of harmony recalls English music of the 16th century. The result is strangely akin to Britten's *Gloriana*.

The story of the opera is not that of Donizetti or Schiller. For the most part it concentrates on Mary Stuart's early life in Scotland. This is, once again, a work of many short scenes (22 in all). But where Kobekina maintained a single thrust of action, Shostakovich fragments his opera: hardly a scene passes without pause for some courtly dances or peasant songs in verses, accompanied by harp arpeggios and soft string chords. At the end, as she is taken off for execution, the people call after her but Elizabeth stands on high unmoved: repression has resumed. It is a repressive role as Prosalavskaya's acclaimed performance showed. Indeed, both productions were of a high standard throughout. It makes one envious that London does not have such a theatre or small resident company of this kind.

Arts Guide

Music/Monday, Opera and Ballet/Tuesday, Theatre/Wednesday, Exhibitions/Thursday. A selective guide to all the Arts appears each Friday.

June 29-July 5

Exhibitions

**LONDON**  
The Royal Academy: 216th Summer Show by tradition the event that brings in the London Season, and the middle classes in their masses. It is always something of a middle, as would be any show of many hundred works chosen from several thousand sent in. This year, with 1,757 from more than 12,000, the Summer Show is the largest ever. But it is still enjoyable, if you can take the horrors as they come, and make the effort to look for the very many good things by Academicians and outsiders alike. The Academy's membership has been gaining in strength over many years, and now has rather more than a fair claim to occupy the centre of the British Art Show. Peter Blake, Edmund Peckin, Allen Jones and John Hoyland are only some of the most recent elections. Ends August 18.

**NEW YORK**  
Museum of Modern Art: After being virtually closed for three years of renovation, the museum has a chance to show the depth and breadth of its considerable collection. No longer is it a boutique of the modern classics but more like a department store, with double its previous exhibition space and room for such examples of modern design as a whole helicopter.

**WASHINGTON**  
Mark Rothko (National Gallery): 88 works on paper by a leading contemporary American artist begin a national collection in the East Building. The highlights are vivid watercolours from 1958 and 1960, a period when Rothko's canvases were already tinged with the sombre browns, blacks and greys that anticipated his suicide in 1970. Ends August 5.

**CHICAGO**  
Museum of Contemporary Art: Italian sculptor Giuseppe Penone concentrates on the intersection of man and nature by, for instance, growing potatoes in moulds of his sensory organs and then casting the agglomeration in bronze. The artist will create a 20 foot drawing on one wall of the museum that will be erased at the end of the show. Ends Aug 8.

**PARIS**  
Charles Schwob — an artist with glass and a magician with colours — began with Art Nouveau and its floral deco to become a pioneer of Art Deco with its geometrical design in his vases, goblets and lamps in rich blues, *L'opere des Antiquaires*, 2 Place Regnier, 11am-7pm. Closed Mon. Ends Sept 18.

**WEST GERMANY**  
Hannover, Kestner Museum, Trammplatz 3: Egyptian art from 4,000 BC to 1,000 AD is accompanied by 200 sculptures, objects and photographs. Ends Aug 5.  
Berlin, Nationalgalerie, 50 Potsdamer Strasse: The last West German venue of a Max Beckmann retrospective with 300 oil paintings, drawings, water colours and graphics by the outstanding German expressionist. Ends July 29.  
Frankfurt, Städel, 63 Schaumainkai: Ulrich Rückriem, a contemporary German sculptor, is exhibiting eight stone sculptures from the last two years most never shown before. Ends Aug 19.

**MUNICH**  
Villa Stuck, 80 Prinzregentenstrasse: A survey of the work of Oscar Schlemmer, the German Bauhaus teacher (1898 to 1947). Another exhibition is dedicated to Albert Weitz, the Swiss painter (1882 to 1912), concentrating on one of his major paintings and preparatory drawings. Both end Aug. 19.

**VIENNA**  
The Cliche and the reality of Viennese women in their fight for emancipation at the turn of the century. Hermsdorf, Lainzer Tiergarten. Until March 1985.

**INNSBRUCK**  
"The Tyrolean Nation 1790-1820": Prints and paintings illustrate the Tyrolean people's fight against Napoleon and their fruitless struggle for nationhood under their charismatic leader Andreas Hofer. At the Tyrol Provincial Museum, Innsbruck, until 14 October.

**NETHERLANDS**  
Stedelijk Museum, Amsterdam. Eddy de Wilde, retiring soon as director of this fine museum of modern art, has selected a fine summer exhibition from the *maist de l'Homme in Paris* in tracing the history of modern European Man from the earliest fossils

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# FINANCIAL TIMES

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Thursday July 5 1984

## Living with a strong dollar

THE RELATIVE calm afforded by independence Day, when U.S. markets are closed, preceded by a firmer tone on Wall Street, is a good opportunity to reflect a little about the obstinate strength of the dollar in face of a record and rapidly growing U.S. current account deficit — not to mention the misleading reflection in British headlines which repeatedly proclaim that sterling is at a new record low. It is a situation so strange by past criteria that many observers seem unable to believe the evidence of their senses, however long it persists. The level of the dollar is "unsustainable," however long it is sustained. The gap between dollar and European interest rates "must" be narrowed even as it grows steadily wider. So obstinate are these misunderstandings that when the authorities show a steadier nerve, confidence is undermined.

Understanding is made more difficult because the present situation is one in which the most experienced heads are those most thoroughly conditioned to write down. Nearly all those at the head of affairs grew up in an era of fixed exchange rates and widespread controls on the movement of capital, in which one theory of foreign exchange valuation — the theory of purchasing power parity — was enforced by a heavy weight of international machinery. Current accounts were expected to balance, taking one year with another. Deficits were difficult to finance, and devaluation was the recommended cure in obstinate cases.

### Floating rates

These may have been sensible rules, and certainly the world prospered under them; but they do not reflect any natural law which operates in other than the very long run. We make daily use of communications satellites which disprove (except in the very long run) that what floats that comes down. We have yet to get used to the idea of an entire economy going into orbit for a period.

The development of the Euro-markets and floating interest rates financing altered the ground rules of foreign exchange out of recognition. What started as an ingenious exercise in cost reduction, avoid-

## Glimmer of hope in Lebanon

IT MAY well be naive to suggest that Lebanese political leaders have learned anything from the recurring tragedies which have befallen their country in the past nine years. But again this week there is the glimmer of hope that they are edging towards a modus vivendi in the greater Beirut area which would permit a semblance of normal life to return to the capital and provide a basis for more substantial political reforms in the future.

Whether that happens will depend in large part on the extent to which the country's most powerful factions, especially the Christian Maronites, have correctly interpreted the events of the last nine months. First, they have to accept that the domestic affairs of Lebanon are most emphatically not a vital Western interest. While American marines occupied the shooting gallery around Beirut airport, President Reagan persuaded himself to the contrary. Few people believed it, then, apart perhaps from the hapless Lebanese, and even fewer people believe it now.

Second, Syria has demonstrated successfully that insofar as eastern Lebanon and the greater Beirut area is concerned, it is the dominant external power. However much Israel, the U.S. and some Lebanese may regret this fact, there is now no question that Syria is the prime mediator among the warring factions. Third, and stemming directly from that direct Syrian involvement, Lebanon has to look to its future primarily within the Arab nations and not in alliance with Israel and the U.S. Fourth, Iraq has abandoned, at least in the short term, its attempt launched in the summer of 1982 to create a Lebanese political system with which it could conclude a peace treaty and impose direct influence. Israel's major preoccupation now is to achieve a security arrangement for its northern border which would allow its troops to return home without the risks of Galilee again coming under fire.

Minority in Lebanon and a more equitable sharing of power with the Moslem majority, on which a tentative start has been made, is fundamental if the country is to survive as anything more than a geographical entity. The creation of a six-man military council to administer the army and the deployment of Government troops in both East and West Beirut as a prelude to reopening the port and the international airport are important steps in the right direction. It would be unrealistic at this stage to expect rival militias to relinquish their weapons but at least they have agreed to hand over to the army some heavy artillery and to withdraw their forces from the streets of the capital.

IF THE Government gets its way, the Greater London Council will disappear in 1986. That will not mean the end of democracy for Londoners because they will continue to elect local borough councillors. But it will make London, with a population of 6.7m and a budget which exceeds many national budgets, one of the few major cities in the developed world without a city-wide government.

The proposal to abolish the GLC, along with six metropolitan counties elsewhere in Britain, was slipped into last year's Tory manifesto in the expectation that it would be highly popular. Instead, the process of abolition is becoming a huge embarrassment for the Government. Curious alliances have been forged between peers from the backwoods and Labour MPs pledged to fight abolition. The Prime Minister has even managed to make something of a hero of Mr Ken Livingstone, the GLC leader who was regarded as dangerously Left.

Given the entrenched interests of the pro- and anti-abolitionist sides there has been little opportunity to assess the arguments dispassionately. Pitting Mr Livingstone's wit against Mr Patrick Jenkin, the hapless Environment Secretary, as happened in a broadcast debate recently, is certainly entertaining, but it scarcely helps the thinking Londoner decide whether or not the GLC should survive.

Stripped of the rhetoric, what first is the case against the GLC. Broadly it is that it has powers, but it does not have enough to do and that much of what it does could be done more cheaply by central government or by individual boroughs. Moreover, according to the critics, the GLC has also strayed into areas which do not concern it (Northern Ireland) and has been much too generous in handing out ratepayers' money to peripheral minority groups.

The case for the GLC, in essence, is that a capital city like London needs an "umbrella" council to provide

### Little opportunity to assess the arguments dispassionately

a range of city-wide services—from waste disposal to the fire service—and to be responsible for planning, and overseeing, the future development of the Greater London area.

Moreover, this argument runs, there is a sound political case for having this body elected and not appointed by the boroughs making up the Greater London area. GLC supporters say an elected council, independent of these boroughs, is much better placed to stand up to competing claims from lobbies within the individual boroughs than those replaced. After a hard-fought battle the Outer London boroughs managed to grab the education function, which is the single most expensive service provided on a local authority level. Education in inner London stayed with the Inner London Education Authority (ILEA), which is controlled by

## The battle over proposals to scrap the GLC

# The row that refuses to die

Hazel Duffy reports on plans for the capital

It succeeded the London County Council, set up nearly a century ago by Lord Salisbury. Its purpose was to bring together under one body the proliferation of services then being administered by separate authorities and the City of London. Central government had not been keen on delegating much authority—it was only the deaths of 14,000 people from cholera in the 1850s which forced the creation of the Metropolitan Board of Works, one of whose first tasks was to build a city-wide sewer network. More than anything, it was this which transformed public health in the second half of the century.

The LCC, over the years and especially under the leadership of Herbert Morrison in the 1930s, played a pioneering role particularly in the fields of housing and education. It became a Labour-dominated authority and resisted several attempts to extend its boundaries and change some of its functions. Several foreign cities used the LCC as a model for their own local government.

By the time the LCC was abolished, however, its boundaries—the present inner London boroughs—made little sense in view of the expansion of London. The inclusion of the new suburbs seemed to make sense in terms of strategic regional planning, and it also gave the Tories the chance to break the Labour stranglehold on the LCC.

But the legislation also consolidated boroughs and created 32 new boroughs—bigger and stronger than those they replaced. After a hard-fought battle the Outer London boroughs managed to grab the education function, which is the single most expensive service provided on a local authority level. Education in inner London stayed with the Inner London Education Authority (ILEA), which is controlled by

a committee nominated by the GLC. While the GLC covers the 32 Greater London boroughs, ILEA provides educational services in the 12 inner London boroughs and the City. It is responsible for the education of 300,000 children in 1,984 schools (taught by 20,000 teachers, including several thousand part-timers). In addition, 144,000 people are attend-

GLC ESTIMATED EXPENDITURE 1984-85	
	£m
Education	923.3
Libraries, museums, art galleries	3.6
Fire	122.2
Highways and local transport	146.2
Housing	35.1
Refuse collection and disposal	59.0
Sports and recreation	26.7
Parks and open spaces	16.5
Town and country planning	15.9
Other services	94.5
Concessional fares	49.0
Contribution to passengers transport	187.7
Debt charges	129.5
Total GLC and ILEA rate and grant borne expenditure (including some items not recorded above) = £1,812.5m.	

Source: CIPFA

ing 25 further education colleges and five polytechnics, and ILEA provides adult education for almost 250,000 people from a total budget this year of £912m.

Apart from education the main functions of the GLC were strategic planning, housing (most responsibility has since been transferred to the boroughs), London Transport (last month banded to Whitehall), transport planning, traffic regulation, major roads and road building, waste disposal (not collection), leisure and arts, fire service and building inspection (though only in inner London).

The GLC is a big spender. In



Ken Livingstone: something of a hero.

the Government's eyes, indeed, it is an over-spender to such an extent that the penalties it has incurred in the past few years have led to it receiving no rate support grant from the Government. In 1984-85, the GLC's estimated net expenditure (current expenditure funded by rates and grants) totals £23m broken down as follows in the table.

By contrast the 12 inner

recently woken up to the fact that the M25 orbital road round London is already beginning to redraw the commercial and industrial map of the city. Some critics claim that none of the GLC's structural and development plans have ever been realised.

Despite its less-than-brilliant record in areas like strategic planning, the supporters of a London-wide authority—which include the GLC Conservative group and many bodies which have no political axe to grind—argue that certain services can be provided more efficiently by a single authority than by a multiplicity of ad hoc bodies and committees as has been proposed by the Government.

The division of functions between the boroughs, the GLC, regional health authorities, water boards, and Whitehall is already inconsistent. For instance, the GLC runs the fire service, but not the ambulance service. It was controlled from County Hall, yet British Rail commuter services were responsible to the Department of Transport. The Metropolitan Police are responsible to the Home Office, but the police for the rest of Britain answer to the metropolitan and shire counties.

The Government's case against the GLC is that it is an unnecessary and wasteful tier of government. Yet its abolition will not mean abolition of its services. These have to be re-allocated, re-arranged and financed. The Government's White Paper, Streamlining the Cities, outlined ways in which that would be done. Subsequent arrangements have emerged piecemeal in statements from the Department of the Environment. These will form the basis of the main abolition legislation which it is proposed to introduce this autumn.

The anti-abolitionists argue that the net effect of this will be to add to the inconsistencies

of the present situation without saving any money.

It is proposed that various statutory bodies will run certain services. They include ILEA (to be directly elected), the fire service and possibly waste disposal. There will have to be another body to handle residual matters, including the management of the GLC's debt (the actual debt will be re-allocated as far as possible to the boards and councils) and its staff pension fund.

Responsibility for planning will be split between the boroughs and Whitehall. The Secretary of State will be advised on certain aspects of planning by a planning commission which he will appoint. Also, some 80 miles of roads which the GLC is responsible for will go to the Department of Transport. The remaining GLC roads are to become the boroughs' responsibility, as well as traffic management, simply clearly, some of these functions will require committees with representatives from two or more boroughs—for example, a road scheme that crosses the boundaries of a borough. In the absence of a London-wide authority to determine the framework within which such committees will work, the fear is that committees will proliferate and take even longer to make decisions than the GLC.

To gauge the way in which these arrangements will work is more difficult than in the metropolitan counties, simply because London has almost no experience of them. London has had two tier government for nearly 100 years, the other contributions for only 10.

The London boroughs, particularly those in outer London, have a pretty good record in administering services. But they do not have the experience of the long-established city authorities in Birmingham, Manchester, Sheffield, etc. in coping with a wider range of responsibilities.

While some of the districts in the region may be happy enough to have some of their powers returned, other London boroughs are clearly about the implications of some of the proposed new responsibilities, like major road maintenance and traffic regulation.

The groundswell of popular

### Support has come only since notice of death was served

support for the GLC has come about only since notice of its death was served and Mr Livingstone deftly transformed himself from a local politician who irritated many Londoners into the best-known leader London since Herbert Morrison.

This advertising campaign to save the GLC, which has so infuriated the Government, has won the support of many Londoners who previously saw the GLC as a faceless bureaucracy.

The more serious accusation made by bodies as difficult as the Methodist Church and the London Chamber of Commerce and Industry, is that the Government has passed up the chance to commission an independent inquiry into the sort of government London really needs—and that the prescribed cure may prove worse than the disease.

### Osborne's rise and fall

Adam Osborne, founder of Osborne Computer Corporation, is determined to show that it was not his fault that his company went bankrupt last year. In a book to be published this month—Hypergrowth: The Rise and Fall of Osborne Computer Corporation—Osborne takes most of the credit for the successes the company enjoyed. "My greatest coup," he says modestly, "was the software bundle with the Osborne 1. While today, the feat might appear to be an awesome piece of business acumen, at the time it was both obvious and easy to negotiate."

Blame for the company's failure, he spreads among just about everybody else around him from Ban Kof America to various OCC executives. But the main target for his allegations—which, despite the attentions of three sets of lawyers already, seem likely to occupy many more—is Robert Jauch, whom he brought in as company president in January 1983.

Osborne admits that he does not have a "water-tight case" against Jauch—"otherwise I would be suing him." Jauch, himself, claims Osborne's views on his role are "ridiculous" and "a gross misinterpretation of facts and events." And a letter from Jauch's lawyers threatening legal action is bound into the book.

Meanwhile, Robert Brown, now president of OCC, is stressing that Osborne is no longer associated with the company. OCC worked itself out of bankruptcy last month and will try to make a come-back in the British personal computer market.

### Men and Matters



"It'll be handy for you George—you'll be able to get a mortgage to pay your wine merchant."

had tried to fix premium rates so that income at least covered claim payments and expenses. Howard insisted that the rates should be fixed to generate an acceptable return on the capital employed.

A common enough practice in most industries—and one that reflected his year as Royal's investment manager. But it was regarded as heresy by many insurance executives.

Howard felt that rigid adherence to the old philosophy was inhibiting the development of Royal. The group, he believed, could embark on a controlled expansion programme based on strict financial controls relating to return on capital.

### In the dark

Some uncertainty over when Bob Dylan will take the stage for his mammoth Wembley Stadium concert on Saturday. "Originally, he was due to appear at eight o'clock but he's now become an Hasidic Jew and cannot appear before sunset," said a helpful observer at his record company CBS.

In an effort to ease matters, CBS was sending a spy to Newcastle yesterday to check the timings on his concert there. Somebody might have told them that a sunset on Wednesday is not quite so important for a Jew as sunset on the Sabbath.

### No green peace

Election in sight, President Reagan has been trying to patch things up with leaders of U.S. environment groups alienated by past administration policies. But the best laid schemes... Five leaders of hostile organisations had been invited to lunch at the White House when the news broke that the President had invited the former head of the once scandal-ridden Environmental Protection

### Agency to head a government commission

Anne M. Burford, a protégé of former Secretary of the Interior James Watt left when the EPA was engulfed in the scandal that was named "Sewaragate" by investigating congressmen.

So when the White House announced her appointment to head the national committee on oceans and the atmosphere, conservationists were outraged and James Hair, a director of the influential National Wildlife Federation, said he would not go to the lunch.

Meanwhile Democrats in Congress have leapt on to the band wagon threatening to get Federal jobs withheld from Mrs Burford's commission, and other sanctions.

### Together

Did Czech-born Leo Kalisch, head of Pacific Sales, the Manchester leather company, know something we didn't know when he talked about his fellow countryman, Robert Maxwell, last week? They had little in common, he said, but later died? "Years ago, I dealt in mirrors."

### Musical note

Constantly intrigued by the attempts some people make to add new complexity to the English language, I offer the following—though I admit it is second-hand. There is a sign in a music shop in Oxford which says it has "pre-oxforded" for sale.

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Observer



ECONOMIC VIEWPOINT

# 'The coming capacity crunch'

By Samuel Brittan

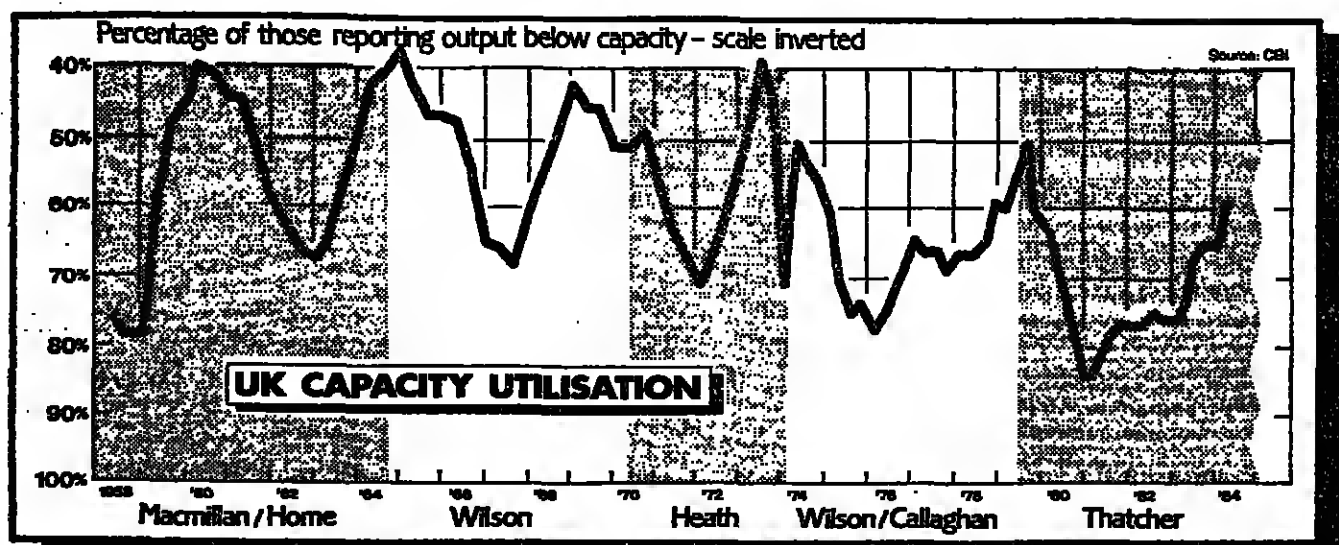
THERE is always some limit to how far or how fast output can rise in a recovery or boom; and if anyone presses too hard on these limits the result shows itself first in inflationary pressure and then in an economic "stop" of some kind. For most of the postwar period in most industrial countries the effective constraint was in the labour market. If expansion was pushed too quickly the result was inflation and if financial policy was sufficiently accommodating, a wage/price spiral.

There are now signs on both sides of the Atlantic that a new constraint has emerged, that the main brake on expansion is no longer labour but capacity of all kinds. This has serious implications. For it means that an effective output limit might be reached while there are still many unemployed workers; and that it will require a slow haul in terms of the long-term growth of capacity before high employment can be restored.

These output constraints should not be seen in purely physical terms. When the operative constraint was the labour market, it did not mean that there were no unemployed people left at the height of a boom. Given union power, and other labour market mismatches and imperfections, wage inflation could start to rise, as it did in the UK in 1977-79, when unemployment was over 12m. Similarly a capacity constraint does not mean absence of factories or service facilities with physical space for producing more. It means a shortage of capacity relevant to current technology and market demand and which it is profitable to bring into operation at current levels of wages and material costs.

Evidence of "the coming crunch in capacity-utilisation" comes from both sides of the Atlantic. The words have in fact been used as the title of a recent paper by Morgan Stanley of New York. The alleged crunch is being brought about by two forces. Manufacturing output has been growing faster than in previous recoveries; but capacity has been rising more slowly thanks to a decade of sluggish capital spending.

The Federal Reserve's official capacity utilisation measure reached 81.7 per cent in May,



just below the magic 82 per cent figure believed by some U.S. economists to be the rate at which inflation takes off. Adjusting for age, Morgan Stanley believes that the figure should be corrected upwards to 87 per cent.

Investment flows into the U.S. have kept the dollar high and rising despite a large upsurge in imports, and the latter has reduced the pressures on domestic capacity. But there is a limit to the size of the current payments deficit—no approaching \$100bn, per annum—which even the U.S. will be able to finance indefinitely.

A valid reason for scepticism is that the estimates relate only to manufacturing industry—measure in services. But manufacturing is still about a quarter of the U.S. and European economies.

The U.S. capacity constraint may eventually cure itself. Industrial investment is rising by 20 per cent per annum despite high interest rates and the fears that the budget deficit would crowd it out. Such a constraint is more surprising in Europe where economic recovery has been slower by past standards. But if it exists it is likely to be deep-seated and more difficult to eradicate than in the U.S.

In the UK the first intimation of a capacity constraint appeared in the debate on the Budget

documents in March. The Treasury envisages an average growth rate of 2½ per cent over the period 1983-86—or 2½ per cent excluding North Sea oil, which may be running down. For the 1990s the Treasury had alternative projections of 1½ to 2 per cent given in the Public Expenditure White Paper.

Although better than in the past decade, some commentators—myself included—were depressed that these growth rates were inadequate to make major inroads into unemployment, especially if productivity continued to rise rapidly. At the London Business School in its April Forecasts Release, contended the projections from the opposite point of view, saying: "Over the medium-term we would not expect growth much in excess of 1½ per cent per annum." The LBS added that "the growth potential of the UK economy is limited, not by the labour supply but by the stock of economically viable capital."

Examination of the CBI Trends Survey does give point to the warning. It is true that 59 per cent of the firms questioned said that they were working below a satisfactory full rate of operation. This may seem a low rate until it is remembered that most firms think that they could produce more from existing plant—and no doubt they could if extra demand came for the mix of products in which

they specialise. Even at the height of past inflationary booms, such as the Heath-Barber one of 1972-73, nearly 40 per cent of firms thought they were working below capacity.

As the chart shows, the recent survey represents by historical standards a moderately high rate of utilisation. This is quite remarkable when recovery has still—one hopes—some way to go, and when, on the basis of official forecasts, real GDP in 1984 will be only 4 per cent above its 1979 peak and manufacturing output will be 10 per cent below. In contrast to the U.S., unemployment has continued to rise throughout the recovery and total employment has only just levelled off. So there seems a big discrepancy between reserves of unused labour and reserves of economic capacity.

Another question asked by the CBI is about factors likely to limit production. Five quarters after the trough in manufacturing output, some 14 per cent of respondents listed "plant capacity" as a factor. This is still quite modest; but it represents a rise of 10 per cent from the recession bottom. It is already as high as it was in the corresponding period of the 1975-76 recovery even though unemployment is more than twice as great.

The CBI adds in its May Economic Situation Report: "There is also a suggestion that the variations (in capacity

brought about by the recession. The other side will say that most of this equipment was becoming obsolete anyway, and attribute part of the blame for inadequate or unduly labour-saving investment to high labour costs.

A more immediate question is: how does capacity shortage show itself in practice? Under the old-fashioned post-war rules, where governments had goals for output and employment, a capacity constraint would show itself in a tendency to accelerating inflation. Under a more modern policy regime, where governments try to control nominal spending even-optimism about capacity shows itself in output growing more slowly than expected and inflation settling slightly higher, but not accelerating.

An example will make this clear. Suppose a modern style strategy provides for a growth of nominal GDP of 5 per cent per annum, some 3 per cent of which it is hoped will go into higher output and 5 per cent will represent inflation. If the government is over-optimistic about capacity, then once the recession slack has been absorbed output might grow, say, at only 2 per cent and inflation will be 6 per cent. The Treasury can then accept 6 per cent inflation or revise its nominal GDP objective down to 7 per cent, which would be consistent with 5 per cent inflation. (I have used the Treasury's 1984 arithmetic for illustration and abstracted from its desire to reduce future inflation. But there may still be enough slack to avoid reaching capacity limit until 1985 or 1986.)

There are two reasons for taking a slightly more optimistic view. One is that Soete's work, like the other studies cited, is based on manufacturing. Service employment might be able to expand without quite such large additions to installed capacity. The second consolation is provided by Soete's own conclusion that electronics, unlike other industries, has shown dramatic growth in capital as well as labour productivity; and this may provide a source of growth, not only for electronics itself, but other trades affected by the computer revolution.

There are not many ideological goals to be scored in the capacity debate. One side will say that capacity shortages are due to excessive scrapping

## Lombard

# High cost of not playing the game

By Anthony Harris

BY ONE of those happy accidents of timing which suggest the presence of a good fairy at the christening, the new Centre for Economic Policy Research (an academic fairy godmother of a kind, with backdoor connections to Chatham House) held its first international conference just after the European summit had finally laid the British budget nuisance to rest. Its theme: policy coordination. Its conclusion: co-ordination would pay all players but it is difficult to start. It may, indeed, be impossible if Europe does not get its act together.

So far, you may think, an everyday sermon against sin; but you would be wrong. Economists have odd ways of reaching apparently obvious conclusions, and can sometimes gain unexpected insights on the way. Participants with a practical background might have been horrified to find the talk did not focus on the shop topics of those who actually have to do any co-operating that gets done—whether to intervene in currency markets, how to define targets, what rules should govern IMF support, and all the rest. For the most part, they talked about games theory.

### Chess

Games theory, as you are no doubt aware, is a branch of learning which studies bargaining situations and power plays. It involves, just as a game of chess does, the idea that any move one player makes will elicit a counter-move. In chess the aim is to make effective counters impossible; in a winner-takes-all game, economic co-existence, on the other hand, ought to be a game at which both sides can win. Why, then, do we often play it as if it were chess?

By deploying some mathematics far above the head of this reporter, the conference agreed on some answers (which cynics may well regard as news in itself, since the participants were economists). Cery crudely, co-operation can be secured only under some kind of threat. As in other games, a player who cheats will gain if he is allowed to get away with it. If, however, he is convinced that he will not

be allowed to get away with cheating he will turn enthusiastically to help enforce the rules, so that total gains increase.

What this boils down to is that the enforcement of rules is likely only if there is some parity between the players. The U.S., in particular, can get away with thoroughly unneighbourly conduct for quite as long as is needed to win a presidential election if it is faced with partners—or rather, in this context, opponents—who are individually too small to impose any hurtful counter-measures. Heads of state and finance ministers can fly to Washington with their grumbles in an endless relay, and it makes no difference.

### Blackmail

The EEC as a whole, on the other hand, is big enough to make credible threats. It might say, for example, that if you do not do something about your deficit, and stop diverting all our savings overseas, we will form a two-tier financial market, or impose an interest equalisation tax—do something, in short, which would simultaneously undermine the dollar by impeding the flow-back of deficit dollars, and force U.S. interest rates still higher. Then the U.S. might find it domestically more advantageous to make policy co-operatively, taking account of the interests of outsiders.

The sermon does not sound so moral any more; it sounds more like blackmail in the early stages. Rules are also suggested for ensuring that threats are credible. They must threaten self-interested action, so that the probability of their being carried out seems high—nothing of the hunger-strike, or if-you-go-on-like-this-I'll-shoot-yourself-in-the-head variety. And if the worst comes to the worst, they must be carried out. No U-turns. (For students of the jargon, this branch of strategy is known to professionals as the time-consistency problem.)

Tough talk, in a phrase; but perhaps the more persuasive for

## U.S. policy and recovery

From the Group Economic Adviser, Barclays Bank

Sir—The aim of my letter (June 28) was not to deny that fiscal policy has contributed to the American upturn but to suggest that it was not "ridiculous" to argue that other factors have been equally if not more important. Even after the tax reductions of 1981 and 1982, most forecasters underestimated the strength of the U.S. recovery. For example, in December 1982 the OECD forecast that real American GDP in the first half of 1984 would rise by 3½ per cent per annum, whereas the increase has been about 7½ per cent.

None of my critics has referred to the behaviour of the U.S. money supply in real terms, the turning points in which have preceded those in real activity. After falling in 1980-81, real money supply rose by 3 per cent in 1982 and by about 9 per cent in 1983. It is important to note that, especially if an adjustment is made for the effect of deposit deregulation, the strength of real money growth is attributable more to the fall in the U.S. inflation rate than to the speeding up of nominal money growth. The behaviour of American wage costs, the which Professor Maynard (June 29), rightly in my view, places emphasis, has played the vital role here as well as in the restoration of profitability.

Professor Godley (June 29) appears to believe that the difference between the strength of the upturn in the U.S. and that of Britain in 1983-84 has

## Letters to the Editor

been due mainly to restrictive fiscal policies pursued in Britain in 1979-81. This seems to imply longer time lags than the one-two years which other economists usually envisage. Even if we begin with the much-derided British Budget of 1981, the increase in the total inflation-adjusted structural deficit for the three years 1981-1983 represents exactly the same proportion of GDP (2.2 per cent) in Britain as in the U.S.

Professor Godley's statement that the "theoretical expectation is that, ceteris paribus, a 1 per cent increase in the structural deficit will ultimately generate an increase in real GDP of 2 per cent or more" is a remarkably confident one. Other economists would say that the ultimate consequences will depend on empirical factors. These include the degree of monetary accommodation and the extent to which the rise in money incomes brought about by fiscal expansion is dissipated in inflation, in which the response of wages is crucial.

Like Professor Maynard, I believe that it is the latter point which mainly explains the different reactions of the British and American economies.

Finally, Sir Douglas Wass (June 29) has my full agreement when he writes that, whatever the validity of inflation

adjustments to Budget deficits, the response to an increase in inflation should not be an increase in public borrowing if the object is to bring inflation down.

(Professor) Harold Rose, 54, Lombard Street, EC3.

### Share schemes for employees

From Mr J. Carrall

Sir—Mr Cohen (June 16) reiterates his view that, under a future Labour Government, participants in employee share schemes "who have exercised their options but not yet sold their shares might find themselves paying income tax on their profits." He argues that this would not need to be brought about by retrospective tax laws (as I suggested on June 7). Such a change would only be "partially retrospective" and even Conservative Governments make partially retrospective changes in tax laws.

Where I still disagree with Mr Cohen is a change would in my view be retrospective in the full sense, namely that it would impose a tax charge on an event which would have already occurred. Since 1986 employees have been charged to Schedule E income tax on the gains they have made

on exercising share options. It has been the exercise of the option which has triggered off a tax charge. In 1972 the tax charge was removed by a Conservative Government for Inland Revenue-approved schemes only to be restored by a Labour Government in 1974. This year's Budget again removes the tax charge on schemes approved schemes. Thus, if Labour wants to cancel the tax advantages of share option schemes, the simplest and the most logical way of doing this would be to restore the tax charge on exercise. This would mean that options exercised before the change would be unaffected—whether or not the employee has sold the shares acquired—which is precisely what happened in 1974.

Admittedly, Labour could make the tax charge extend to options exercised before the change. Or they could achieve the same result by creating an entirely new income tax charge—as Mr Cohen suggests—on sales of shares acquired under share option schemes. Both these changes would be retrospective in the full sense, since the event which gave rise to the profit that is being taxed, namely the exercise of the option, would have occurred before the change in the law. I do not think that such action is likely; merely that it is unlikely in relation to schemes which have been deliberately fostered as part of Government policy. Concern on this score should not deter companies from setting up share schemes for their employees.

John Carrall, Suddler's Hall, Gutter Lane, Cheapside, EC2.

## Wedgwood: capital spending, profitability and the recession

From the chairman, Wedgwood

Sir—The article "Reagonomics helps to pull Wedgwood out of the recession" which appeared on June 28, contains certain mis-statements of fact. I should like to make the following comments on these and other points.

The highest figure of capital expenditure on plant and equipment by Wedgwood in the five years to March 1984 was £4.5m in 1979/80, not the £7m-£8m referred to in your article. Capital expenditure did not decline at Wedgwood with substantial debt. Inflation caused a rapid rise in the need for working capital which, because of the very high rates of interest ruling in this country, Wedgwood decided to finance by additional short term borrowing rather than incur long term debt at uneconomic interest rates.

We do not "play the foreign exchange markets." We decided to take advantage of the best available interest rates consistent with carefully assessed

risks of exchange movements. This policy has been extremely successful and has resulted in major savings in financial costs in every year except 1983 when there was neither a gain nor a loss in comparison with the cost that would have been incurred had all borrowings been in sterling.

Our current capacity to produce more with a reduced labour force is due mainly to our consistent policy of updating our plant and equipment and the consequent capital expenditure of which your article appears to be so critical and describes as "lavish."

Your article refers to "some colleagues who argue that capital spending should be accelerated to take advantage of investment allowances." None of the directors or senior executives of Wedgwood advocates acceleration of capital expenditure to take advantage of the 1984 Budget investment allowance changes. Of course, an otherwise sound, cost-effective

capital expenditure project might be brought forward to qualify for the higher first year allowances but this would be done for other reasons.

Most of our divisions today are very profitable and the product continues to be attractive and popular.

Contrary to the suggestion in the article, cheap imports from less developed countries were a problem for our West Coast subsidiary.

The Australian government has operated protective tariffs for many years, although admittedly there does appear to be no prospect of these being raised in the near future. Wedgwood is one of many managing agents operating a youth training scheme in Staffordshire. Out of about 180 youngsters starting in our scheme last year, well over half have now obtained full time jobs with us. By the end of the first year's operation of the scheme, we expect to offer jobs to nearly all of these trainees. Of the very

few who have left our employment, most have secured jobs elsewhere with the benefit of their training at Wedgwood. Moreover, we continue to take on new permanent staff. We would like to recruit skilled or extra-skilled craftsmen or women but generally speaking they are not available, hence our long-established sophisticated training systems, which have proved ideal for adaptation to the youth training scheme and have been our source of creating skilled people.

Finally, we would point out that we have been selling Wedgwood in U.S. for more than two centuries (but never, incidentally, as much as 40 per cent of our output except in the war years 1940-45). This has been the case whatever the U.S./£ exchange rate has been. Whether the dollar was \$4.02 in the 1940s, \$1.56 in 1976, back to \$2.40 in 1981, or currently \$1.35. Throughout those years we have traded profitably in the U.S. (Sir) Arthur Bryan, 32-34, Wigmore Street, W1

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## FIVE NATIONS SEEK AGREEMENT ON FIGHTER

# French demand lead in jet project

BY DAVID MARSH IN PARIS

DASSAULT-BRÉGUET, France's state-controlled military aircraft company, has made an uncompromising call for French technical leadership of the proposed five-nation project to build an advanced jet fighter for the 1990s.

The statement, from M Benno Claude Vallières, the Dassault-Breguet chairman, comes just before a crucial meeting of defence ministers from the five countries - France, Britain, West Germany, Italy and Spain - in Madrid on Monday to try to work towards a firm deal.

France-British disagreements on specification and work sharing have so far held up progress on an accord, which would rank as one of the biggest examples of European industrial collaboration with orders worth at least \$15bn for the five countries.

M Charles Heru and Mr Michael Heseltine, the French and

British defence ministers, failed to resolve differences on the project at a meeting near Paris a fortnight ago. They are to meet again in London tonight to try to overcome discord before the Madrid gathering.

French Defence Ministry officials yesterday acknowledged that the earlier meeting had been difficult, but termed relations between the two ministers as "warm". France was determined to achieve a compromise agreement on the fighter deal with "balanced" work-shares among the five countries.

M Vallières, in an interview with the Financial Times said: "We are completely ready to transfer knowledge and experience to our partners, but it is normal that we should have the leadership of the project in the interest of keeping down costs."

Dassault-Breguet, which builds Mirage fighter ranges, is already building an experimental prototype to serve as the model for the future

European fighter, to rival another design by British Aerospace.

Pointing out the difficulties of reaching accord on uniform specifications for the aircraft, he said: "I fear it will not be the same plane for everyone. There is a risk it will end up costing a great deal."

"There are differences in technical knowledge among the five countries. It just happens that France has a lot of experience in making delta-wing fighters."

He said a key condition was that "a common research department should be set up in the Paris area with engineers from the five countries. That is not to say that if an engineer from one of the other countries has an idea we will not be interested. But we need a central design department to control what is going on."

On the work-sharing, M Vallières said construction would probably be split on the basis of the different

countries' purchasing plans. Although that has not been finalised, France has provisionally indicated interest in 250 aircraft for the air force plus 80 for the navy.

Britain and West Germany have each indicated purchases of around 200 fighters, with Italy and Spain interested in about 100 each.

"The aircraft has to be viewed as a complete system," M Vallières said. "It is not just a question of cutting up shares for the airframe. It is also necessary to look at all the electronics and control equipment, too."

He added that the aircraft would need a new engine and the RB-199 advanced by Britain would not be suitable as it would be out of date by the mid-1990s. Additionally, test flying would need to be carried out at France's established test base at Istres near Marseilles, to cut costs and achieve best organisation.

India may manufacture Soviet fighter, Page 4

## UK offers Oslo new deal on Sleipner gas field

By Dominic Lawson and Ian Hargreaves in London

THE BRITISH Government has told Norway the changes it wants in British Gas's proposed deal to buy £200m (\$270m) worth of gas from Norway's Sleipner field. But the UK Treasury and the Department of Energy have still not resolved their internal disagreement over the future of gas exports from the UK.

The new deal, put by Alick Buchanan-Smith, the British Energy Minister, to his Norwegian counterpart, Mr Kaare Kristiansen, involves a reduction in the peak amount of gas Britain buys, from 38m cubic metres per day, to just under 30m cubic metres per day.

The effect would be to lengthen the production peak of Sleipner by several years. This would make the field less profitable to its owners, Statoil, the Norwegian state oil company, Esso and Norsk Hydro.

Statoil and its partners will refuse to accept a lower rate of return, and it is likely that they will want the extra development cost, between 5 and 10 per cent, to be borne by the British Gas Corporation. This means that the deal, already destined to be the highest ever signed between the UK and another country, could cost the UK an extra £2bn spread over the life of the field.

The Norwegian Government is unwilling to consider the alternative of tax concessions to the field's owners, since next year sees the Norwegian general election and the Conservative Government is unwilling to be seen as having lost Norway £2bn.

Mr Buchanan-Smith last Wednesday also put to the Norwegians a series of conditions that the UK Government wants to be enshrined in a sovereign treaty between the two countries. This will be quite separate from the actual gas deal between British Gas and Statoil.

The British Government has surprised the Norwegians by insisting, at this late hour, that the 50m tons of condensate (naturally occurring liquid gas) in Sleipner, be transferred by pipeline to the Flotta terminal on Orkney, off the north coast of Scotland, rather than to Fessenden in the north-east of England via the Norwegian pipeline to the Ekofisk field.

Another demand of the British Government is that the UK fields should be given priority in the use of spare capacity in the 40-inch Sleipner pipeline. The Norwegians are not thought to be antagonistic to this proposal.

London also wants "fair opportunity" for UK goods and services to be part of the sovereign agreement. The Norwegian Government is currently leaning on British Petroleum to switch already agreed for the Norwegian Ula field from British to Norwegian companies. The UK Government is therefore particularly concerned to get built-in guarantees on non-discrimination over the Sleipner deal.

## Bonn restricts spending rise

Continued from Page 1

entitled to lift expenditure by 3.7 per cent to DM 49.3bn.

That nominal gain is practically wiped out by inflation. Although it provides room for the main modernisation programmes embarked upon by the Bundeswehr, including the Tornado aircraft and the introduction of the Leopard 2 battle tank, it falls well below the 3 per cent real annual increase in defence spending demanded by Nato of its members.

## Peugeot drops engine plan

Continued from Page 1

duced at the Douvrin facility jointly owned with Renault, the state-owned French group.

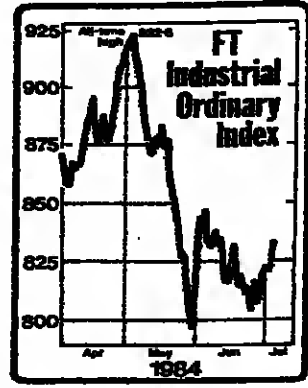
The Douvrin engine has been substantially improved and is being used in the Peugeot 205, the group's most successful new car for some time and one that has replaced the Renault 5 as market leader in France in recent months.

Peugeot has also invested heavily in its own new 1.6 litre-1.9 litre petrol and diesel engines, which power the Citroën BX and Peugeot 305 models. It also has a new gearbox facility at Lille, producing the so-called BE1 four and five-speed transmissions for a number of Peugeot, Citroën and Talbot cars.

The group is also part-way through a FFV 1.2bn modernisation programme for its Poissy car plant outside Paris for the production of a new model, the "C25" to replace the Talbot Horizon.

## THE LEX COLUMN

# Holding a Mirror to Mr Maxwell



There can be few more persistent ambitions than Mr Robert Maxwell's desire to own a national UK newspaper. In the past six months alone he has unfolded plans to start a new evening paper in London, discussed the ownership of the Observer over breakfast with Mr Tiny Rowland, and actually bought 10 per cent of Fleet Holdings from Mr Robert Holmes a Court.

Yesterday's widely predicted attempt to divert the Mirror Group from the slipway - in the last weeks before its flotation - may appear scarcely more than a logical culmination to this activity. In fact, two trains of events have converged to make it plausible for Mr Maxwell to mount a raid on the Mirror.

In the first place, over the past couple of years his own companies have enjoyed a remarkable recovery. This was crowned last month by the refinancing of BPCC, when the Bishopsgate investment trust was acquired and its portfolio broken up. The effect of this was to remove virtually all debt from the BPCC balance sheet - a complete ruin when Pergamon took it over as an alternative to receivership - and substantially to improve the gearing of the consolidated Pergamon balance sheet. The parent company now has in the region of £80m net liquid resources, over and above its investment in BPCC. So the Mirror offer - between £60m and £100m - is certainly financeable.

At the same time, the Mirror's progress towards an independent stock exchange listing has not run as smoothly as Reed had hoped. Earnings last year were disappointing, and the value of its stake in Reuters, finally established by the markets, is nowhere near as high as seemed likely when the Mirror float began to be discussed.

In addition, there has been talk of management friction, and the retirement of a key director. The result, as with Reuters, has been that the market has successfully started to talk down the valuation of Mirror Group as the publication of its prospectus draws closer.

Although Reed has done deals with Mr Maxwell before - disposing of its loss-making Odhams plant to BPCC - there seems little probability that they will strike a bargain over the Mirror. Reed has repeated his intention of proceeding with the preparations for listing the Mirror shares and so ensuring that MGN has the opportunity to maintain its independence. Difficulty over the

design of suitable safeguards for this independence has presumably been one reason for slippage in the flotation timetable.

Whatever the embarrassment to Reed - and it must be wondering how to provide MGN with a balance sheet that will support its heavy investment plans - the Maxwell cash at present seems likely to prove irresistible. The market's views showed in the Reed share price, up 8.5 per cent to 450p, but that doubtless reflects the floor which Mr Maxwell seems to have put under the Mirror price more than his chances of success.

Sealink

Three months of intense negotiation over the draft contract of sale for the Government's next privatisation ought at least to be some protection against an unwelcome bid from RTZ at the last moment. But the auctioning off of Sealink from the RTZ parent - for which final bids must be submitted by tomorrow - has now dragged on for two years or more and it is a sad comment on the whole process that it should now be coming to a head just before Sealink's critical peak season. The half dozen potential purchasers, none of whom has yet made a firm bid, will certainly not be reaching a decision or a bid price on the basis of any profit projections for the current year.

It should help them that the initial requirement for all bids to be unconditional appears to have been tacitly abandoned on all sides. It could hardly be otherwise, given that detailed agreements with BR over future harbour contracts and post-1984 freightliner terms have been left open for post-sale negotiation. Much the same seems to apply

to the precise conditions which the Government may wish to impose on the successful purchaser. After the little recent misunderstandings, some nervousness on this score might be understandable; but each of the interested parties has had ample time to clarify the issues, so the timetable calling for a sale agreement two weeks from tomorrow should still be on.

The shape of the balance sheet, anyway, should cause no further delay. BR is understood to have accepted the conversion of its £74m loans to Sealink into equity. There has also arisen a surplus of £50m on property revaluations, leaving total shareholders' funds at £127m and net borrowings around £70m, mostly secured on the fleet. The realistic net worth of the group, however, must be adjusted to take account not only of about £75m losses for the six months to June, but also of future closure costs and substantial reorganisation expenses. The final net figure could surely not far exceed £80m at the most.

How soon the reorganisation can be effected will clearly be the main determinant of Sealink's future profitability. Tax losses to be carried forward will be some help, but the scale of the task ahead will almost certainly be thought grounds for a useful discount to net worth in the bid prices. Sealink's current trading performance will not do the vendor much good. With Irish freight traffic down 15 per cent or so and Sealink apparently not benefiting much if at all from higher traffic across the Channel, this year's trading profits could still fall short of the group's interest on external borrowings.

Most of the government's nightmares over Sealink to date have involved the separation of its accounts from those of its parent, but presumably a round of bids much below £15m has also featured in some less happy dreams. Evaluating Sealink's potential in line with the sort of returns and market rating enjoyed by European Ferries, the City has had no difficulty reaching figures over £170m. No-one supposes Sealink could fetch anything like that; but few doubt either that Euroferries' inclusion in the auction would have lifted bids significantly higher. The decision to rule both Euroferries and P&O out of court on monopoly grounds could yet prove another ill-timed embarrassment for the privatisation programme.

## Irish milk run dodges EEC rules

By Ivo Dawnya in Brussels

THE infamously inventive alliance between farmers in Northern Ireland and the Irish Republic has now devised an elaborate system of "milk smuggling" as an effective way of dodging EEC rules aimed at containing dairy production.

Reports from Ulster suggest that checks in the Community's "superlevy" controls are wide enough for tanker loads of milk to cross the border in both directions, all delivering loads unaccounted for by national quotas.

The scale of the traffic recalls the notorious "carousels" of the 1970s when lorryloads of meat and livestock earned thousands of pounds in EEC subsidies at frontier checkpoints by repeatedly crossing the border and returning for further handouts via unguarded back roads.

"Like the carousel, the new ruse is based on differences between the UK and Ireland in the application of Community rules.

While in Northern Ireland ceilings on milk production are imposed at farmer level, those in the south are enforced at creameries.

The republic's success at the farm reform talks in Brussels last March in negotiating an extra 245,000-tonne milk quota has meant some Irish creameries are failing to meet their production targets. Consequently, milk is now being collected in Northern Ireland and driven over the border for sale in the south.

Furthermore, though the bulk of the traffic is going to the republic, there are unconfirmed reports that some Irish producers are selling to Ulster creameries when their local co-operative looks like exceeding its ceiling on deliveries.

As the quotas in Northern Ireland are at producer level, this Southern Irish milk is therefore conveniently "laundered" into the legitimate market without any evidence of quotas being exceeded.

One European Commission official said: "When supply is looking for demand on one side of the border and processing capacity is looking for supply on the other, with an uncontrollable border it is not a question of how it will happen, but when?"

Irish Ministry of Agriculture officials this week attempted to play down the scale of the illegal traffic. Ironically, however, the Community decision to abolish frontier taxes on farm produce has worked in favour of the milk rustlers by reducing border bureaucracy.

So far, the European Commission appears unaware of the Irish cross-border milk traffic, and even if it were, it would be difficult to introduce adequate policing.

The end of this particular agricultural ingenuity is likely to come soon, however, when the new quota for the Irish Republic is filled and southern producers take up the slack currently being filled by their co-operative colleagues in the north.

## Daimler-Benz drops expansion plan but aims to hold output

BY JOHN DAVIES IN FRANKFURT

DAIMLER-BENZ, the West German motor vehicle producer, hopes to match last year's car output after abandoning expansion plans because of the lengthy labour conflict over shorter working hours.

It is also striving to maintain dividend continuity "as much as possible" despite a dent in operating profits.

Prof Werner Breitschwerdt, the chief executive, said yesterday Daimler-Benz had hoped to turn out more than 520,000 cars this year, aided by extra capacity at its Bremen plant, but after losing nearly 65,000 cars in more than six weeks of dispute the company would strive now to reach last year's output of 476,000 cars.

The company would no longer be able to match last year's production of 173,500 commercial vehicles at its West German factories, as originally planned. This was not only because it missed out on producing 17,000 commercial vehicles during the dispute, but also because it had lost orders and market share abroad.

Daimler-Benz, like BMW, Audi and Porsche, was shut down within

days of the decision by metalworkers to go on strike at companies supplying vital motor vehicle parts in May.

The dispute about demands for a cut in the working week from 40 to 35 hours eventually crippled almost all the vehicle industry, the only notable exception being Ford, which carried on some assembly work.

With a settlement reached on the basis of a 38.5 hour week, production resumed at Daimler-Benz and most other car makers this week. BMW will resume work next week.

Prof Breitschwerdt told the shareholders' annual meeting in Stuttgart the company missed out on sales revenue of DM 3.5bn (\$1.26bn) because of the strike. Operating profits suffered a setback which could not be made good in the rest of the year.

He said, however, Daimler-Benz would strive to ensure that shareholders felt as little impact as possible. The company had always set dividends with an eye to medium-term profit trends and this remained the goal.

Daimler-Benz paid a dividend of

DM 10.50 on last year's results. Although it omitted the DM 1 bonus of the previous year, it paid a full dividend on a capital increase made towards the end of last year.

Daimler-Benz lifted total sales revenue 2.8 per cent to just over DM 40bn last year, with group net profits up 7.2 per cent at DM 988m.

Prof Breitschwerdt said car sales revenue last year exceeded revenue from commercial vehicles for the first time in ten years.

World demand for commercial vehicles would grow, however, even though immediate prospects were much less favourable than for cars. The company would continue to attach equal importance to the two sectors.

Daimler-Benz was continuing to introduce its compact class 900 car to export markets, with sales beginning in Japan and Australia in a few months.

Prof Breitschwerdt said the repriced labour conflict would have a dampening effect on production and consumer spending in West Germany this year.

BL to appeal against fine, Page 2

## Maxwell bids for Mirror

Continued from Page 1

control of Pergamon Press, the technical publishing house he had earlier run in the 1960s, but which he lost control of after an abortive bid by Leasco for Pergamon in 1970.

That affair ended in a torrent of recriminations and led to a highly critical Department of Trade inspectors' report. Mr Maxwell retired Pergamon floundered without him and eventually he was able to buy the company back cheaply.

In the subsequent decade Mr Maxwell has steadily expanded and developed Pergamon's activities, which now extend far beyond the original lucrative base of technical journals.

Pergamon has more recently moved into the computer age, developing specialised databases - especially patent information through Pergamon InfoLine.

Profits of Pergamon, excluding quoted subsidiaries, reached £11m in 1983 before tax, a comparatively modest advance over the £10m of 1982, being held back by research and development and reorganisation costs.

In the recent annual report, however, Mr Maxwell indicated that as a result of advance subscriptions and pre-publication orders received he was able to predict a Pergamon profit figure of over £15m pre-tax for 1984.

There have been hints that Pergamon might be brought to the stock market, where despite Mr Maxwell's controversial reputation it might be expected to have a high valuation - probably well over £100m. Control rests with the Maxwell family through an ultimate

holding company in Liechtenstein, Pergamon Holding Foundation.

That valuation excludes the worth of the controlling interest held by Pergamon in British Printing and Communications Corporation (BPCC), a stake currently valued at some £170m.

The build-up of the BPCC stake and the astonishing turnaround in the fortunes of that company have formed the second main stage of Mr Maxwell's re-emergence as a powerful figure some 15 years after he had failed to buy the British popular Sunday newspaper, the News of the World.

His activities at BPCC have been concentrated within the past four years or so, since he first swooped on the ailing printing group in a dawn raid in 1980.

BPCC tried to fight him off but in 1981 Pergamon took control through a capital reorganisation and injection as BPCC (or BPC as it was then known) came close to bankruptcy under the burden of huge debts.

Mr Maxwell immediately implemented a drastic "survival plan" and engaged the print unions head-on in process of rationalisation and closures that changed the face of the British printing industry. In the process, BPCC has returned to substantial profitability, recording £22m before tax for 1983.

The debts have only recently been paid off by means of a disguised rights issue, in fact a bid for an investment trust, Bishopsgate Trust, which was bought for shares and then liquidated in the middle of last month for just under £50m.

A key event during the recovery process was a deal with Reed Inter-national in 1982, whereby Reed sold to BPCC its troubled Odhams gravure printing plant at Watford, near London.

Now Mr Maxwell is again seeking to put the pressure on Reed and force it to do a deal, although this time cash is the lure rather than the promise to stem printing losses.

He is able to do so on the basis of a printing and publishing empire which now - after the Bishopsgate deal - has little debt and is fast improving its profits. It is arguably worth more than \$400m.

Mr Maxwell shut the Odhams plant and transferred the work to BPCC's nearby Sun Printers, thereby curing an overcapacity problem which had long dogged the gravure printing sector.

Mr Maxwell's offer for the Mirror Group, following closely on his purchase of 10 per cent of the shares of Fleet Holdings, publishers of the Daily Express, shows that he is swiftly moving to take advantage of his newly gained resources to buy his way into Fleet Street.

In recent years he has denied any ambitions to become a newspaper chief, claiming that he was concentrating on the scope for becoming a contract printer to the national newspapers. He has planned a newspaper printing plant in East London, and has held talks with several national newspapers - including the Daily Telegraph - to seek contracts from publishers trying to distance themselves from the costs and tensions of printing in Fleet Street.

the nuclear industry to armaments and the manufacture of steelmaking equipment. One possibility is that Framatome itself might run parts of Creusot-Loire's nuclear interests.

Paris is, however, keen to preserve the identity of the group. It does not want asset sales that would put at risk the total forge and foundry operations at Le Creusot.

Government officials concede that the cost of salvaging Creusot-Loire's activities now is likely to be higher than the sums demanded of the state and banks by the Creusot-Loire board.

The Government is now studying with French groups the possibility of them temporarily managing different parts of Creusot-Loire's widespread activities which range from

**World Weather**

Area	Temp	Wind	Cloud	Temp	Wind	Cloud
Amman	21	10	10	17	12	75
Amsterdam	15	10	10	15	12	75
Algiers	23	10	10	17	12	75
Ankara	23	10	10	17	12	75
Bahia	28	10	10	17	12	75
Bangkok	34	10	10	17	12	75
Bombay	23	10	10	17	12	75
Buenos Aires	17	10	10	17	12	75
Calcutta	28	10	10	17	12	75
Cairo	28	10	10	17	12	75
Cardiff	12	10	10	17	12	75
Chennai	28	10	10	17	12	75
Copenhagen	12	10	10	17	12	75
Darwin	28	10	10	17	12	75
Dublin	12	10	10	17	12	75

## Framatome stake move

Continued from Page 1

power building and from scarce foreign orders.

The Government would almost certainly require that any foreign purchaser maintain the bulk of Framatome's existing links with Creusot-Loire. In particular, the Government would want metal fabrication for the nuclear reactors to be maintained at Le Creusot, a central France both to preserve jobs and to avoid dependence on foreign suppliers.

The Government is now studying with French groups the possibility of them temporarily managing different parts of Creusot-Loire's widespread activities which range from

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Financial summary of year to 31st March, 1984

	1984	1983
Turnover	£348.6m	£355.5m
Profit before taxation	£33m	£28.3m
Earnings per ordinary share	19.64p	15.97p
Total ordinary dividend	7.50p	6.32p
Final recommended dividend 5.20p (1983-4.24p).		

The Annual General Meeting will be held on 30th July, 1984. Copies of the Report and Accounts are available from: The Company Secretary, Norcros p.l.c., Spencers Wood, Reading, Berks RG7 1NT.

The abridged results above are an extract from the unqualified audited accounts filed and to be filed with the Registrar of Companies.

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SECTION II - INTERNATIONAL COMPANIES

FINANCIAL TIMES

Thursday July 5 1984

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Canada tells banks to lift provisions on Third World debt

BY BERNARD SIMON IN TORONTO

THE CANADIAN Government has asked the country's banks to increase their provisions for non-performing loans to several Third World countries, and is to tighten the rules on banks' disclosure of overdue principal and interest payments.

The new disclosure rules come into force at the beginning of the banks' 1985 fiscal year in November. An official of the Inspector-General of Banks' office in Ottawa said targets for higher provisions on loans to about three dozen countries have been conveyed to the banks, but he declined to give details of the targets.

The five largest Canadian banks have a total exposure of over C\$30bn (U.S.\$22bn) to developing countries, including Argentina, Brazil and other "problem" borrowers. They raised their loan loss provisions by 21 per cent to C\$2.7bn in 1983, while total non-performing loans jumped by 41 per cent to C\$8.6bn. The current level of non-performing loans is estimated at close to C\$10bn.

Under the new disclosure rules contained in a letter from the inspector-general, the banks will be required to classify loans to sovereign and other borrowers as "non-accrual" if interest payments are 90

Hughes Tool cuts dividend by 43%

By William Hall in New York

HUGHES Tool, which is one of the world's biggest manufacturers of oil drilling bits and which has been hit by the slump in the U.S. oil services industry, is to take a \$175m pre-tax write-off in the second quarter and has announced that it is cutting its dividend by 43 per cent.

The group took a \$74.1m write-off and reported a net loss of \$90.5m in 1983 - its first loss in over 50 years. In the first quarter of the current year it reported a net loss of \$14.5m but maintained its quarterly dividend.

The \$175m provision covers the phasing out of certain product lines and the write-down of certain fixed assets and inventories that are surplus to anticipated requirements at current levels of activity, according to the company. Full details of the write-offs will be disclosed when the group announces its second-quarter results on July 17.

Hughes would not elaborate on its short statement yesterday but industry analysts say that, like other oil services companies, it was found that the anticipated upturn in the U.S. industry is taking far longer than expected to materialise.

Most analysts had expected the company, which is one of the financially stronger groups in the industry, to hold its dividend. However, the company said yesterday that it "felt it was more prudent to reduce the dividend until the company returned to profitability, even though the company's cash flow would permit a continuation of the dividend at current levels." The dividend has been cut from 21 cents to 12 cents, effective next quarter.

Mr J. R. Lesch, Hughes Tool's chairman, said yesterday that in addition to taking the write-off, the company was reorganising and consolidating its regional management. The number of operating divisions has been cut from 11 to five.

TESTING TIME FOR A U.S. CORPORATE CHAMELEON

How Gould switched to electronics

BY STEFAN WAGSTYL IN LONDON

GOULD, the former Chicago battery company that has turned itself into a leading industrial electronics concern, is facing an extreme version of a challenge familiar to other U.S. corporate chameleons.

Through acquisition and disposal, including the sale in April of the original U.S. and Canadian battery business, Gould has completed "one of the most substantial restructurings in corporate history." But can the company now sustain the momentum to keep the whole growing as fast as its separate parts?

The question may fairly be asked about a company that has transformed itself twice in 20 years. First it grew from a small battery business in the late 1960s to an industrial conglomerate with sales of \$2bn in 1980. Then in 1980-84, it changed again, selling the stakes it had acquired in old industries and instead buying up high-technology companies.

Wall Street analysts, who are used to seeing U.S. companies change direction by shuffling paper, were surprised by the scale of Gould's transformation. Mr Charles Hill, electronics analyst with stockbrokers Kidder Peabody, said: "There are others who have tried it, but nobody has gone as far as Gould. No company has so completely changed its business or its management."



Mr David Simpson: faces challenge

Altogether Gould bought nine high-technology companies to add to the 10 it already owned. Most important, it bought a microcomputer maker, Systems Engineering, and American Microsystems, a Silicon Valley semiconductor producer.

In 1979 only a third of Gould's sales were in electronics. This year, after the sale of the battery business, electronics will account for almost every dollar Gould makes. As well as microcomputers and microchips, the company manufactures factory automation equipment, measuring instruments, medical equipment and defence gear, including the U.S. Navy's main torpedo.

A crucial element of Gould's transformation has been choosing closely defined markets where it could take the number one or two position and where there would be little competition from the industry's giants. Gould's microchips, for example, are custom-built to meet the specific demands of a wide range of customers and are not of the mass-produced kind. Microcomputers are sold for flight simulation design shops and laboratories rather than for commercial offices, where sales are dominated by IBM.

Mr David Simpson, president and chief operating officer, said in London recently that shareholders complained when Gould paid out "top

money for top companies." But there was never any protest about the strategy.

Internally it was a different matter. Management style has had to change and those who did not like it had to go. The old Gould was built up by tight control over money, margins and managers. The new Gould has to accommodate electronics entrepreneurs and engineers who would balk at such treatment, and take themselves and their ideas elsewhere.

However, as Mr Charles Hill of Kidder Peabody says: "The \$94,000 question is what happens next." Having assembled a high-technology company, Gould must show that it can do more than just feed off its acquisitions. Last year, net earnings from continuing operations dipped slightly to \$78.2m on sales of \$1.3bn.

The future of some free-standing parts of the group seems secure. The copper foil company, for example, dominates, with one other producer, a world market growing at 28 per cent annually.

Other areas, however - notably

computer-based products - would clearly benefit from greater co-ordination. Gould is gingerly feeling its way in that direction. A group ad hoc task force has been set up to develop a computer workstation - a high-performance personal computer with advanced communications functions - which could then be adapted using different software for a range of markets. But in practice the work is being done at one division - the former Systems Engineering.

If one market is more important to Gould than the rest it is factory automation. It is here that the pre-1980 Gould developed its early skills in electronics, including developing some of the world's first programmable controllers. Gould is increasing co-operation between divisions in this market - its electronic products are all built to connect with each other - but there is no sign yet of specific joint venture within the company.

Mr Simpson says that in five years time factory automation will be Gould's single biggest business. The market, which is predicted to grow at 24 per cent a year, was estimated at nearly \$1bn last year and is expected to be worth \$2.9bn in 1988.

The U.S. is Gould's main market in every field, accounting for 75 per cent of total sales last year.

Circle K pays \$100m for General Host unit

BY OUR FINANCIAL STAFF

GENERAL HOST, the U.S. garden centres and food processing concern, has agreed in principle to sell its Little General Stores division to Circle K, another U.S. group, for about \$100m in cash.

The companies said the transaction was subject to execution of a

Lonrho gains new seats on House of Fraser board

BY JOHN MOORE, CITY CORRESPONDENT IN LONDON

LONRHO has gained permission from Britain's Department of Trade and Industry to go ahead with plans to double its boardroom representation at House of Fraser, the Harrods stores group.

The surprise move was announced yesterday by the Trade Department. In the last few weeks the Department has been locked in discussions with Lonrho over the undertakings which would be re-

Lonrho gains new seats on House of Fraser board

quired from the group while a new Monopolies and Mergers Commission study is being prepared on Lonrho's battle for control of the stores group.

Lonrho is House of Fraser's largest shareholder with a 29.9 per cent stake and has two places on the Fraser board. These seats are taken by Lord Duncan-Sandys, Lonrho's chairman, and Mr Roland "Tiny" Rowland, Lonrho's chief executive.

Lonrho has agreed with the Department of Trade that two resolutions seeking the election of two other Lonrho directors - Mr Paul Spicer and Mr Terry Robinson - can go ahead.

Prof Roland Smith, chairman of Fraser and the rest of the board, with the exception of the Lonrho directors, have argued with the Trade Department that the structure of the board and the group should not

Lonrho gains new seats on House of Fraser board

be changed while a new Monopolies and Mergers inquiry is in progress.

Lonrho is also planning to oppose the re-election of Ernest Sharp, a non-executive director brought in by Fraser's merchant banking advisers S. G. Warburg, to help combat the Lonrho threat.

Lonrho has agreed with the Trade Department that no voting restriction would be placed on Lonrho's 29.9 per cent shareholding in respect of the two resolutions tabled for the election of its own directors. But Lonrho has been forced to give an undertaking to the Trade Department that it will not use its shareholding to oppose the re-election of Prof Smith at the forthcoming annual general meeting.

Mr Tiny Rowland is up for re-election to the Fraser board at the annual general meeting, as are Prof Smith and Mr Sparr.



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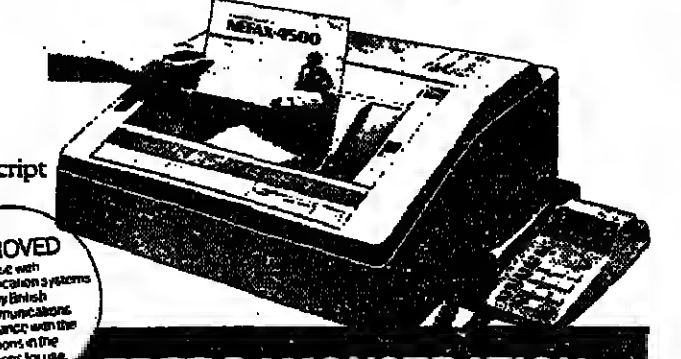
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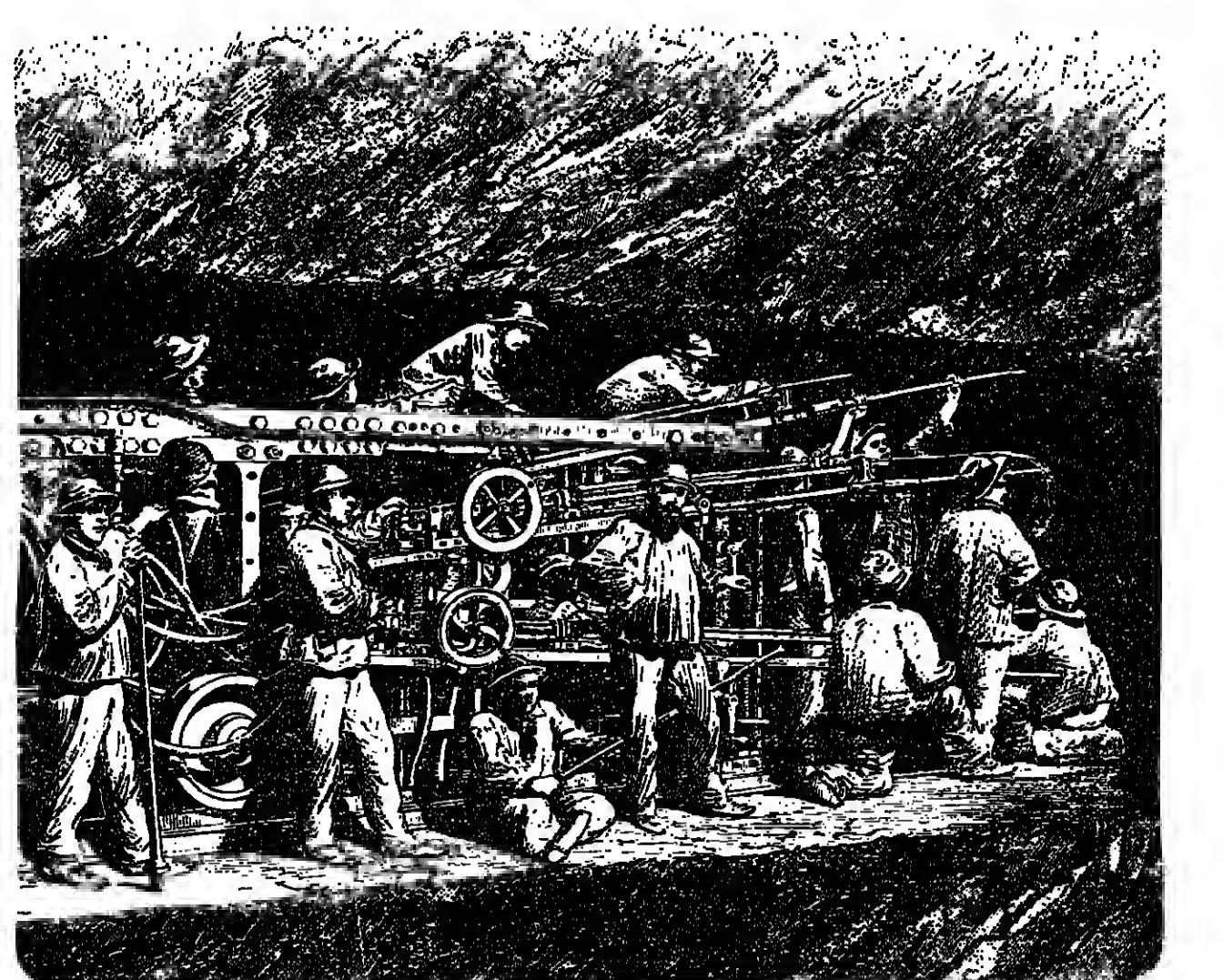
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INTL. COMPANIES & FINANCE

Casio 26% ahead to over Y8.8bn

By ROBERT COTTELL IN TOKYO

CASIO COMPUTER, the Japanese electronics manufacturer, yesterday announced consolidated sales of ¥200bn (S\$35m), and consolidated net profits of ¥8.8bn for the year to March 29.

Casio's consolidated sales were eleven per cent higher than in the prior year, while net profits showed a 25.6 per cent increase.

Casio's previously announced parent company results for the 1983-84 period showed net profits just 13.7 per cent higher, at ¥6.5bn, while sales were 9.3 per cent ahead, at ¥176.4bn.

Mr T. Uemura, general manager of Casio's finance division, said yesterday that the higher growth rate of consolidated sales and profits reflected cost-cutting automation of the group's main domestic watch-

making subsidiary, and a successful concentration on higher value-added products by the group's sales subsidiaries in the U.S. and Britain.

Casio expected to increase its consolidated net profit to at least ¥10bn in the current financial year, on forecast sales of ¥220bn, said Mr Uemura.

Breaking down sales for the year under review, Mr Uemura said the group's major product line remained its calculators, accounting for 46.8 per cent of sales. Casio estimates that it holds 45 per cent of the Japanese market, and 33 per cent of the world market, for electronic calculators.

Electronic watches accounted for 32.1 per cent of sales. Casio says it is the largest manufacturer of electronic watches in the world, with 68 per cent of the Japanese market, and 15

per cent of the world market. The remaining 21.1 per cent of Casio group sales was attributed to electronic office systems, and musical instruments.

Casio's sales for the year were 32 per cent domestic and 68 per cent overseas.

Mr T. Kobayashi, the company's managing director, said the group was preparing the way for production of a colour television set with a liquid-crystal display (LCD). He indicated, however, that the product's selling price is still under review.

It was important, said Mr Kobayashi, that the price should seem "reasonable" to the consumer. The world's first LCD colour television was unveiled two months ago by Seiko, at a projected retail price of ¥84,800.

● Sanku Steamship, the ship

charterer and tanker operator, yesterday announced that 80 private banks in Japan have agreed to postpone its repayment of loans totalling ¥200bn as part of a three-year reconstruction plan launched last April, reports Reuter from Tokyo.

The banks had earlier agreed to postpone repayment of ¥70bn in debts owed by a wholly-owned subsidiary of Sanku which had been set up last May to take control of 16 large tankers.

Sanku has also asked the Japan Export-Import Bank to postpone repayment of loans worth ¥20bn the company said. Industry sources said the bank is likely to accept Sanku's request now that the private banks have accepted postponement of repayment of their loans.

Ben shares halted amid takeover speculation

By Chris Sherwell in Singapore

BENN AND COMPANY, the Singapore food trading and processing concern which is a 67 per cent-owned subsidiary of Straits Steamship, yesterday asked for its shares to be suspended on the local stock exchange following a three-day ban of speculative trading.

Reports circulated that at least two companies were interested in taking over Ben with the aim of acquiring a public listing. Ben acknowledged that negotiations were taking place with several parties as prospective joint venture partners.

If Ben is sold off, the move would mark the first significant rationalisation of Straits Steamship interests since the company was taken over in the middle of last year by the Singapore government-controlled Keppel Shipyard.

Keppel bought Straits Steamship from its British parent Ocean Transport and Trading, in a deal which valued the company at close to S\$500m. It was one of Singapore's largest-ever corporate takeovers. Straits has since reported an aftertax loss, as has Ben.

Yesterday trading in Ben's 40-cent shares was halted with the price at S\$1.04. Last Thursday it closed at 81 cents, little higher than the 1984 low point of 79 cents, but the price firmed last Friday and has surged upward this week.

The directors won a temporary suspension of the shares and promised a further announcement as soon as possible.

Straits Steamship insisted that no outcome of Ben's negotiations warranted the speculation that had hit the company's shares.

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	Today	INDEX	%	Year's Low
US\$ Eurobonds	13.58	13.43	13.59	11.52
DM (Foreign Bond Issues)	7.44	7.47	7.49	7.14
HLF (Bearer Notes)	7.50	7.68	8.11	7.29
Can\$ Eurobonds	13.74	13.77	13.36	12.60

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**CENTRAL BANK OF NIGERIA**  
ISSUE OF FLOATING RATE NOTES DUE 1988/90 IN RESPECT OF OUTSTANDING TRADE DEBT

In accordance with the provisions of the Rules to be issued, notice is hereby given that in respect of the Interest Period from July 5 to October 5, 1984, the rate for the first interest period, 1984, will be 12 1/2 per cent, per annum. The interest rate in respect of the second interest period, January 1 to April 5, 1985, will be 11 1/2 per cent, per annum. The first payment of interest on any Notes will be made on the Interest Payment Date falling in October, 1984 and will cover the first three interest periods and subsequent payments of interest in respect of such Notes will be made on successive Interest Payment Dates thereafter. If a Note is issued on or after 17th September, 1984 the first payment of interest (covering all completed interest periods) on that Note will be made on the first Interest Payment Date falling on or after 14 October, 1984. The first payment of interest on any Note will be made on the Interest Payment Date falling in October, 1984 and will cover the first three interest periods and subsequent payments of interest in respect of such Notes will be made on successive Interest Payment Dates thereafter.

London, 5 July, 1984  
THE CHASE MANHATTAN BANK N.A. (INCORPORATED IN THE U.S.A.)  
LOCAL AGENT

Zimbabwe buys up locally held foreign shares

By Tony Hawkins in Harare

THE Zimbabwe Government this week compensated holders of domestically-held foreign shares which it is buying to bolster its foreign exchange position.

The intention of buying the foreign equity held by residents and former residents in the form of a domestic pool of shares was announced at the end of March as part of the Government's package to correct its balance of payments deficit.

Bankers here say that the payout totalled some Z\$230m (US\$120m). There is still a further Z\$50m to Z\$60m to be paid out in respect of shares whose owners are contesting the legality of the move either in the South African or the Zimbabwean courts.

An estimated Z\$120m-worth of shares are covered by some 50 court cases to be heard in South Africa and there are challenges due to be heard soon in the local courts as well.

Part of the payout will find its way almost immediately into the Zimbabwe Government's new 4 per cent, 12-year external bonds. These bonds have been created to enable former residents with funds blocked in the country to gradually withdraw their money from the country in six equal annual instalments, starting in 1990.

Corporate investors with blocked funds can apply for the 4 per cent bonds with a 20-year maturity that will enable them to transfer blocked funds progressively from 1994 onwards.

It is estimated that about one-third of this week's payout will find its way into the 4 per cent bonds. In order to avoid an inflationary surge in the money supply the Reserve Bank of Zimbabwe has required banks to re-invest 75 per cent of the Z\$230m payout in the Special Reserve Bank bills that are non-discountable and do not qualify as liquid assets for reserve ratio purposes.

It is assumed that the Zimbabwe Government will gradually dispose of the holdings of foreign equity

Gonfreville slides deep into loss

By PETER BLACKBURN IN ABIDJAN

ETS R. GONFREVILLE, Ivory Coast's main textile manufacturer, has reported a net loss of CFA 798.7m (U.S.\$2m) in 1983 compared with a similar sized profit the previous year.

Turnover fell 9.7 per cent to CFA 19.5bn due to a substantial drop in sales both locally and to other West African states.

Deep economic recession and competition from cut price Chinese and smuggled imports caused a 15.5 per cent drop in local sales to CFA 10.2bn. The closure of the Ghanaian and Nigerian borders led to a 10.4 per cent drop in West African sales to CFA 7bn.

As a result Gonfreville

recently closed one of its production units at Bouake, laying off nearly 350 workers.

However, sales to Europe, mainly cotton yarn and unbleached fabrics, rose nearly 40 per cent last year to CFA 2.2bn.

Prospects are brighter for 1984 with turnover up 5.5 per cent during the first six months, the company says.

Exports to Europe have nearly doubled and in spite of continued recession local sales have risen 20 per cent. The recent reopening of the Ghanaian border should boost West African sales.

A Government decision to fix local cotton prices some 25 per

cent below world prices has helped improve competitiveness of local textile manufacturers.

Gonfreville, 64 per cent Ivorian owned with minority French and International Finance Corporation interests, has invested heavily in recent years to modernise plant, rationalise production and improve productivity.

Recent Government legislation, introduced within the context of a World Bank structural adjustment programme, reforming customs tariffs and introducing export subsidies and aid for financial restructuring is expected to strengthen the local textile industry if properly applied, observers say.

MBF Holdings in joint venture on leasing

By Wong Sufong in Kuala Lumpur

MBF HOLDINGS, the Malay sian finance and property group, is moving into the leasing business in Indonesia. A Hong Kong-incorporated company, MBF Leasing (HK), of which MBF holds 57 per cent, has set up a joint venture company with a group of Indonesian businessmen.

The Leasing company will hold 55 per cent in the venture, P. T. Sejahtera MBF Leasing, which has been granted a provisional licence by the Indonesian Finance Ministry to start leasing business.

MBF Leasing HK will manage the venture's leasing operations in Indonesia for the first 10 years, after which majority control will be transferred to its Indonesian partners.

The third party in the deal is the Dawn Banking Group of the U.S.

At the same time MBF Holdings has announced it will acquire another Malaysian property company, Super Homes, for 18.5m ringgit (\$8m) to be satisfied by an issue of 10.88m new shares.

Super Homes owns 30 acres of land in Kuala Lumpur for the building of 236 apartments and bungalows.

General Host in \$100m sale

GENERAL HOST, the U.S. garden centres and food processing concern, has in principle to sell its Little General Stores division to Circle K, another U.S. group, for about \$100m in cash. Our Financial Staff write.

The companies said the transaction was subject to execution of a definitive agreement, formal approval by the respective boards and receipt of appropriate government clearance.

Little General Stores, which operates 440 convenience stores in the south-eastern U.S., had sales of \$182m last year.

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In accordance with the provisions of the Notes, notice is hereby given that for the six months period (186 days) from 5th July, 1984 to 7th January, 1985 the Notes will carry interest at the rate of 13 per cent, per annum.

The interest payment date will be 7th January, 1985. Payment which will amount to US\$671.87 per US\$1,000 Note, will be made against surrender of Coupon No. 2.

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**The Sumitomo Bank, Limited**  
Agent Bank

Strong advance by Harrisons Malaysian

HARRISONS MALAYSIAN PLANTATIONS has reported pre-tax profits of 95.77m ringgit (\$41.3m) for year ended March 31, up strongly from the previous years 79.3m ringgit.

Turnover at 982.30m ringgit more than doubled from the 253.50m of 1982-83.

Earnings per share were 14.2 sen against 14.6 sen fully adjusted. Tax paid was 44.11m ringgit leaving 51.66m. Minority interests were 105,000 ringgit and extraordinary gains 8.79m ringgit reflecting land sale profits.

The company said turnover more than doubled due to the inclusion of Jomaling Sandirian since June 20, 1983.

Sanyo Electric increases forecast to record Y52bn

TOKYO—Sanyo Electric, one of Japan's leading makers of electrical appliances, has revised upwards its parent company pre-tax profit forecast for the year ending November 30 to a record Y52bn (\$217m) from an earlier estimated Y50bn and against Y42.79bn in 1982-83.

The standing record pre-tax profit is Y44.10bn made in 1981-82.

Sales in 1983-84 are also expected to reach record levels, of Y820bn, revised up from an earlier estimated Y800bn and against a record Y819.77bn in 1982-83.

Sanyo Electric announced in May that it plans to make a one-for-10 scrip issue for shareholders registered on November 30 to pay back premiums accumulated from convertible bond issues including a SwF200m (\$86.2m) bond issue in March 1983.

The company is to retain its Y7 dividend for 1983-84.

Video tape recorder sales, an important source of revenue, are forecast to rise 15 per cent from 1982-83 to more than Y150bn in 1983-84.

Sanyo Electric also said yesterday that it has agreed to set up joint ventures to produce colour televisions and air conditioners in the Chinese province of Guangdong.

The \$1.5m Guangdong-Sanyo Air Conditioners company based in Foshan, and equally owned by the provincial government's Second Light Industry Bureau, has already started production, aiming for 40,000 units in the first year.

Huachuang Sanyo Electronics, based in Shenzhen and capitalised at \$6m, will begin operations next September, with initial monthly production of 5,000 colour televisions. Agencies

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In accordance with the provisions of the Notes notice is hereby given that for the six month interest period from July 5th 1984 to January 7th 1985 the Notes will carry an interest rate of 13.125% per annum. The Coupon amount payable on Notes of U.S.\$5,000 will be \$339.06.

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**ALLIED IRISH BANKS LIMITED**  
U.S.\$60,000,000

Floating Rate Notes due 1987 in accordance with the provisions of the notes, notice is hereby given that the Rate of Interest for the next 6 months' Interest Period has been fixed at 13 1/2 per cent per annum.

The Coupon Amounts will be U.S.\$67.45 for the U.S.\$1,000 denomination and U.S.\$3,372.40 for the U.S.\$50,000 denomination and will be payable on 7th January, 1985, against surrender of Coupon No. 10.

5th July 1984  
Manufacturers Hanover Limited  
Agent Bank

**BANK OIE & NATURGAS A/S**  
US\$100,000,000  
GUARANTEED FLOATING RATE NOTES DUE APRIL 1989

In accordance with the provisions of the Notes, notice is hereby given that in respect of the Interest Period from July 5 to October 5, 1984, (the "Interest Period"), the rate for the first interest period, 1984, will be 12 1/2 per cent, per annum. The interest rate in respect of the second interest period, January 1 to April 5, 1985, will be 11 1/2 per cent, per annum. The first payment of interest on any Note will be made on the Interest Payment Date falling in October, 1984 and will cover the first three interest periods and subsequent payments of interest in respect of such Notes will be made on successive Interest Payment Dates thereafter.

London, 5 July, 1984  
THE CHASE MANHATTAN BANK N.A. (INCORPORATED IN THE U.S.A.)  
LOCAL AGENT BANK

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# INTL. COMPANIES & FINANCE

## David Marsh and Terry Dodsworth report on a new banking group M Moussa gets back into action

M PIERRE MOUSSA, the former chairman of now-nationalised French investment bank Paribas, has done his best to ensure that his new international financial group, Pallas, will achieve thoroughbred status in the world banking stakes.

Pallas, which was formed in the wake of M Moussa's acquittal on government-laid charges of foreign exchange control irregularities, has a capital of \$100m, half of which is paid up.

This represents a sizeable chunk of start-up funds for a banking venture, certainly by the under-capitalised standards of French banks. The capital of the Compagnie Financière de Paribas holding company, which groups Paribas' diverse industrial and financial operations, is by contrast only FFr 1.75bn (\$210m).

The capital of Banque Nationale de Paris, France's largest commercial bank, is FFr 1.6bn, although BNP and Paribas, like the rest of the French banking system, have built up considerable additional capital backing through reserves and provisions to supplement their meagre equity.

Luxembourg-based Pallas will also benefit from the backing of a dozen international blue-chip shareholders. Some, like Power Corporation of Canada, and the

Belgian Bruxelles-Lambert and Gevaert groups, are old stablemates, both of M Moussa and Paribas.

They were shareholders in the U.S.-incorporated financial consultancy company Finance and Development set up by M Moussa in November 1982 following his resignation as Paribas chairman in October, 1981.

So, too, was the Indian Tata group — though Tata had no previous business links with Paribas and joined the first Moussa venture after taking a sympathetic attitude to the former chairman's exit from Paribas.

The most interesting stakeholders in Pallas are, however, the new arrivals among M Moussa's financial connections. They include two public sector-linked British investment institutions, the Investors in Industry (SI) group (owned 50 per cent by the Bank of England and 50 per cent by nine London and Scottish banks), and the pension funds of British Telecom and the Post Office (grouped as the PostTel fund).

Although M Moussa has been working on the formation of Pallas for two years, the two British groups took the decision to join only in 1983. They were introduced to the idea through "mutual friends," M Moussa says.

The two UK institutions are



Pierre Moussa: "My friends have not changed."

among the seven largest Pallas shareholders, along with the two Belgian groups, Laurentian Mutual Insurance of Canada, Elders IXL of Australia and Bank Cantrade of Switzerland.

The British decision to join in the venture owes much to M Moussa's reputation in the City of London. Additionally, the British groups believe that Pallas, through its worldwide

investment banking activities, may eventually provide a route to foreign business partners and finance for industrial investment in Britain.

M Moussa will be spending the lion's share of his time in London as chairman of Dillon Read Ltd, the investment bank built around Dillon Read's existing London operations, and in which the New York securities house and Pallas will each have a 50 per cent stake. Dillon Read Ltd's capital resources, including equity and subordinated loans, will be around \$20m.

As would be expected, M Moussa has been given the approval of the Bank of England for upgrading Dillon Read's at present rather sleepy London activities.

As for his personal circumstances after his dramatic squittal at the end of last month, following a marathon court case and 2½ years of uncertainty over the charges (laid in November 1981), M Moussa says: "I would be lying if I didn't say I was happy at the end of the case. But I'm the same man as before. My friends have not changed — they were the same when I was chairman of Paribas, they were the same when I was nothing — and now they're the same when I'm chairman of Pallas."

## Dillon Read gears up London operations

DILLON READ, one of the oldest names in Wall Street banking, today boasts one of the most up-to-date trading rooms in New York. Occupying a floor in a gleaming new glass and aluminium tower on Madison Avenue, this electronic showpiece is not as large as the First Boston operation just a few steps away in the smart midtown area. But it is compelling evidence that the 150-year-old company will be here for some time.

Dillon is one of a sizeable group of blue-blooded Wall Street banks which has fallen from the limelight as the spotlight has switched to the burgeoning financial conglomerates. In recent years, however, it has been quietly adapting to the new environment both in the U.S. and Europe — a metamorphosis which it has underscored in the deal with M Moussa.

John Haskell, managing director and until now chairman of Dillon Read Overseas, says the decision to gear up the company's London operation goes back about two years. "We decided that we needed to expand our capital base in London and give a more international flavour to the business, something that would indicate we had a broad vision of the world," he says.

Dillon believed then that London would expand inter-

nationally not only on the European side, but also as a centre for international investment banking.

It saw the City becoming more involved in transactions on a supra-national scale — mergers and acquisitions, leveraged buy-outs and all the other banking activities, which have expanded so rapidly in the deregulated

Coincidentally, M Moussa was evolving his own ideas for an international investment bank that would take equity interests in companies around the world. He was looking for an established banking partner who could generate ideas and advice on potential investments. "We met in the dark," says Mr Haskell.

Under the joint organisation worked out between the two partners, Mr Moussa becomes chairman and chief executive of Dillon Read Ltd, running the London operation. Pallas, his own company, will effectively be controlled by executives working for Dillon Read, which has an investment contract for giving advice to Pallas.

Mr Haskell adds that the recently dismissed court case against M Moussa has, if anything, made him into a hero in international banking circles. "He is a man of great integrity and ability," he says. "He took Paribas from being a leading French bank into one of the top international merchant banks."

Whether this gearing up in London will propel Dillon into the big league of investment banking is the big question posed by the deal. In the U.S., the company has so far steered deliberately clear of the retail broking and dealing activities which characterise the largest

Wall Street firms. These businesses require much larger amounts of capital than Dillon can muster.

At present, it ranks at number 34 among the Wall Street houses, with total capital of \$65m, most of which is owned by the company's own senior executives. There are two outside shareholders, the

Ralf Quattane, chief executive of PostTel investment management, which handles the joint British Telecom and Post Office pension funds, declines to reveal how much they have put in to Pallas. But he does say: "It fits in with our interest in getting stakes in financial services companies in this time of change. It is a growing field of interest for us and other institutions."

Bechtel construction group, and S. E. Banken of Sweden.

According to Mr Haskell, it has decided to stick with its core of being a high quality issuing house, maintaining close links with its corporate and public clients, and dealing essentially with institutions — the trading room, which has come into being to help distribute stocks in which it is involved, does not deal with the general public.

# GOOD PERFORMANCE CONTINUES CONSISTENT GROWTH PATTERN

Extracts from the Statement by Niall Crowley, Chairman of the Board.



our investment in First Maryland Bancorp (FMB), our acquisition of The Insurance Corporation of Ireland Limited and a major investment programme in technology throughout the Group. These developments are changing the nature of our organisation towards a geographically diversified financial services group. The core of our business will remain our banking activities in Ireland, North and South. To this we have added a substantial international dimension and diversification into the related financial service of insurance.

Another important element of our recent strategy has been a sharper market focus on our British operations. Britain is a significant growth market for AIB Group and over the years we have built a strong business in this highly competitive marketplace. Recently we appointed a Group General Manager in Britain to co-ordinate and develop the services of all divisions. Our plans for Britain make us optimistic about prospects for sustained progress there.

Financial Highlights - For the year ended 31st March, 1984

Historical cost basis	1984 IR£m	1983 IR£m
Profit before taxation	85.4	68.9
Profit attributable to the Shareholders	50.4	39.6
Dividends	15.0	12.1
Earnings per 25p share	32.0p	26.8p*
Dividends per 25p share	9.5p	9.0p
Net tangible assets per 25p share	253p	222p*

\*Adjusted for capitalisation issue July 1983. For copies of Report and Accounts and Chairman's Statement write to: The Secretary, Allied Irish Banks Limited, P.O. Box 452, Bankcentre, Dublin 4

Last year was a good one. Group profit before taxation at IR£85.4m shows a satisfactory increase of 24 per cent on the previous year. The profit after taxation and levy is IR£50.6m which is up 27.5 per cent on 1983. This very good performance continues the consistent growth pattern which has been achieved in recent years. In the past four years the average annual increase in total assets was 23.4 per cent and in pre-tax profits was 20.6 per cent. The satisfactory results for last year were achieved despite there being no abatement in the amount provided for bad debts (IR£31m against IR£27m) — the effects of the recession are still very much with us.

The proposed final dividend is 5.0 pence per share. This, together with the interim dividend of 4.5 pence per share paid in December 1983, makes a total of 9.5 pence per share for the year — an increase of 16 per cent on the previous year taking account of the scrip issue in July 1983.

The strategic positioning of AIB Group in a changing environment is a critical issue. A number of significant developments have already taken place. These include

Annual General Meeting at Group Headquarters, Bankcentre, Ballsbridge, Dublin 4 on Tuesday 10th July, 1984 at 12 o'clock noon.



## Allied Irish Banks

Ireland's International Bank

## Capital gains brings trebled profit at Flick

BY RUPERT CORNWELL IN BONN

F LICK, THE embattled privately-owned German industrial group, is predicting a further boost in profits this year, after gains in both earnings and sales in 1983.

The company furthermore indicated yesterday that it is mustering resources for what Herr Hans Werner Kolb, a Flick partner, described as a "gigantic" investment programme for the years ahead.

The group's profits more than trebled in 1983 to DM 295m (\$105m) from DM 95m. But the improvement was mainly accounted for by an extraordinary DM 194m capital gain stemming from the winding-up of the subsidiary Mercuro Company of Curacao.

Without this contribution — the DM 194m will be made over to reserves — operating profits for 1983 moved ahead to DM 101m, while group sales climbed by over 10 per cent to DM 9.95bn mainly as a result of a surge in business at Krauss-Maffel, Flick's arms manufacturing associate.

Sharp swings in Krauss-Maffel's performance often distort Flick's overall results. Last year, when major deliveries of Leopard 1 and 2 tanks respectively to Turkey and Greece, and to the German army, were carried out, was no exception.

Sales of Krauss-Maffel, controlled by the Buderus group in which the Flick holding company has a 97 per cent interest, jumped by 89 per cent

to DM 2.05bn per cent in 1982.

Among other major subsidiaries, Dynamit Nobel achieved a 2.2 per cent sales rise to DM 2.57bn, while Buderus turnover improved fractionally to DM 1.45bn. But the depressed state of the steel market forced down sales at Edelstahlwerke Euderns, the special steel concern, from DM 420m in 1982 to DM 411m last year.

On the other hand, Feldmühle, pushed up sales by 6.3 per cent to DM 2.53bn, while dividend income from Flick's stakes of 25 and 10 per cent in W. R. Grace of the U.S. and Daimler-Benz respectively advanced to a combined DM 132m from DM 118m.

The group gave no overall

figures for its investment programme. However, Herr Kolb made clear that both the DM 194m deriving from the Mercuro operation, and the DM 50m it hopes to net from the sale of Edelstahlwerke Buderus to BEF bank would be used to that end.

But the real shadow hangs over Flick is the unresolved question of a possible DM 450m back tax bill, stemming from its sale of 29 per cent of Daimler-Benz in 1975. That deal, which gave Flick a capital gain of DM 1.9bn, is at the heart of the so-called "Flick affair" scandal.

Herr Kolb yesterday refused to comment directly on the affair. But he was confident that Flick would win eventually its legal action.

## Voest-Alpine deeper in red

BY Patrick Blum in Vienna

VOEST-ALPINE, Austria's state-owned steel and engineering group, reports losses of Sch 2.82bn (\$1.96bn) for last year, more than double the Sch 1.24bn losses incurred in 1982, despite a 37 per cent increase in turnover, which reached Sch 10.64bn.

The reported group losses do not include the Sch 2.3bn losses made by Vereginete Edelstahlwerke (VEW), Voest's troubled steel subsidiary. VEW is accounted separately from the group in its annual report.

Herr Herbert Apfalter, Voest's president, says 1983's poor results were due to lasting difficulties in conventional steel construction and in the traditional mechanical engineering sectors.

## Another loss for Talbot in Spain

BY DAVID WHITE IN MADRID

TALBOT of Spain, a unit of the French Peugeot group, incurred a loss of Pta 8bn (\$50m) for last year, down from 1982's deficit of Pta 12.75bn. However, the 1983 deficit was some Pta 1.6bn more than anticipated, according to Sr Estanislao Chaves, the chairman.

The company, which is now producing the Peugeot 205 small saloon, launched at the beginning of this year, as well as Talbot models, suffered as a result of the strike at Talbot's Poisy plant outside Paris at

the end of 1983. It was forced to lay off workers because of the shortage of parts.

Sales on the Spanish market rose 18 per cent to 50,900 units, due principally to the introduction of the diesel version of the Talbot Horizon saloon. This offset a 24 per cent reduction in Talbot's exports from Spain, which fell to 8,900, by far the smallest figure among the country's six car manufacturers.

Production rose by 2 per cent to 54,000. Turnover, which had

dropped in 1982, recovered to Pta 6.45bn, an increase of 41 per cent.

The company, which invested Pta 5bn on installing the Peugeot 205 production line, has been progressively reducing its workforce, and plans to cut it further from the present 8,700 to 8,500 by the end of next year.

Like other Spanish car companies, including the Peugeot Group's other subsidiary, Citroen Hispania, Talbot is currently holding back on a planned mid-year price increase because of weak demand.

## Sumitomo Bank purchase

Sumitomo Bank said yesterday that it has completed the acquisition of a 52.67 per cent stake in Banca Del Gottardo, a Swiss subsidiary of Banco Ambrosiano.

Sumitomo did not give the takeover cost, but a basic agreement announced last March said the acquisition would cost \$144m.

## Computata plans share issue

COMPUTATA, the Dutch micro-computer producer, is hoping to raise F17.5m (\$2.4m) through the issue of 250,000 shares on the Amsterdam "parallel" market. The shares, priced at F130 apiece, will have warrants attached entitling bearers to purchase an additional share for each share already held, at the issue price, between January of next year and January 1987.

The issue is a major boost to the parallel market — an

equivalent to the London unlisted securities market — which had been losing high-technology stocks to the UK markets and is anxious to spruce up its image as a progressive institution.

Of the 250,000 shares on offer, 90,000 will be placed with professional investors in the Netherlands and the UK. Subscriptions close on July 17, and allotments will be announced the following day, with payments due at the end of the

month. The issue is being handled by Pierson Heiding and Pierson, Amsterdam-Rotterdam Bank, and the Nederlandse Credietbank.

Computata makes the Tulip 1 micro business system and supplies a full range of software. It also acts as exclusive agent for peripherals required.

Since its foundation in 1979, Computata has seen its annual sales grow from F14m to F127m, with F136m predicted for the current year.

has acquired

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July 2, 1984



INTL. COMPANIES & FINANCE

BUSINESS LAW

# A. G. Edwards bucks the national stockbroking trend

BY TERRY DOOSWORTH IN NEW YORK

A. G. EDWARDS of St Louis is the sort of stockbroking firm that most of its rivals on Wall Street have spent the last 10 years earnestly striving not to be. It is stubbornly regional, totally committed to the private client, and crucially wedded to commission income for its profits.

Virtually all the recent strategic activity on Wall Street has been devoted to running in the opposite direction—towards full or multi-service firms, highly active in investment banking or trading securities on their own account. Shearson/American Express's recent takeover of Lehman Brothers Kuhn Loeb was the latest manifestation of this thinking.

By contrast, Edwards has built a business which revolves around the typical modest investor from a typical American small town. Our plan is to encourage the brokers and the clients to build a relationship," says Mr Ben Edwards, chairman and chief executive. "We don't want to diversify away from that to where we would be using a different sales force or diluting our capital on other things."

Part of the reasoning behind Wall Street's diversification was to counteract the effects of the abolition of fixed commissions back in 1975. As increased competition has brought a steady erosion of commission margins, most U.S. companies have been forced to build up other areas of their business as sources of revenue. As a proportion of the securities industry's total turnover, commissions have, consequently, fallen from around 30 per cent in 1975 to just over 25 per cent last year.

A. G. Edwards, however, has sailed through this squeeze on the traditional base of stockbroking as though it were not there. Profits have risen steadily (from \$13.7m net in 1980 to \$28.2m last year), margins have been roughly maintained, and the equity base has grown by leaps and bounds. It has achieved this by sticking

mainly to old-fashioned broking. "I do not believe in financial conglomerates," says Mr Edwards flatly. "I think that businesses are significantly different, and that each business has specialisms in which it should concentrate."

Mr Edwards is a descendant of General Albert Edwards—a friend of President Abraham Lincoln—who founded the company almost 100 years ago. His successors have made it a part of the St Louis establishment, forging a reputation for austerity—the Edwards family account is staunchly Presbyterian—and firm management.

Nevertheless, Edwards is no longer a truly family firm. The present chairman owns only around 2.5 per cent of the stock, and he doubts that another Edwards will take over when he goes.

The company went public in 1971, partly to provide the necessary capital for growth. But even before that, it had started to publish its earnings as a management discipline, because we thought we would do a better job living in a goldfish bowl."

The comment speaks volumes for the conservative management style of the firm, run from a lofty downtown St Louis office block overlooking the Mississippi. "Edwards is not trying to be a fancy organisation," says Mr Perrin Long, a securities analyst at Lipper Analytical Services. "It is just trying to offer a service. It is customer-driven not product-driven."

The strategy of the company goes back to a concerted planning effort which the company embarked upon back in the late 1960s, well before the abolition of fixed commissions. Building on its reputation for service and personal contact, Edwards began to develop its market niche on a national basis. In a strictly geographical sense, this policy has flourished to the extent that it now makes nonsense of the "regional" label. Edwards today has about 240 offices, employing more than 2,000 brokers covering

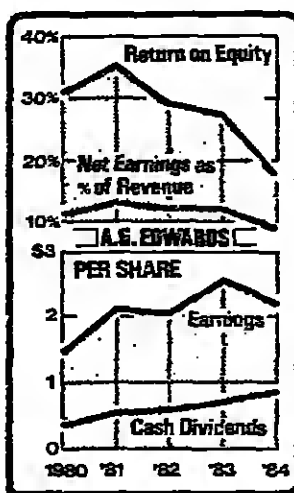
virtually the whole of the country. In another sense, however, Edwards has remained regional in spirit. It eschews the extravagance of a Wall Street headquarters and the touch of hyperbole that goes with it, sticking firmly to its sober mid-western roots—there are no private limousines in the company, while executives all travel tourist—and it goes after the sort of middle income business associated with suburbia and small town America, which many of the hard-selling New York companies had ignored until recently.

Mr Edwards argues that this policy turned out to be one of the best to face the abolition of fixed commissions, although he admits it was partly a question of luck. Back in the 1960s corporate planning stage, the company had accepted that it would never be able to achieve the same margins as the big institutional brokers, who were earning their commissions on low cost, high volume business.

As it happened, however, the brokers who were hit hardest by the change in the rules were those depending on institutional clients, who were then able to push through huge discounts because of their large volumes. Private clients have proved less price sensitive, says Mr Edwards, provided they are given the right sort of quality service.

The rising relative importance of the private client market in the wake of price deregulation did not, of course, escape other brokers. In the period since 1975, Edwards has had to face a raft of new competitors, coming from all directions. The large national groups like Merrill Lynch and E. F. Hutton have expanded from their big city bases into the smaller towns where Edwards is concentrated, a board range of new products has been introduced, and the discounters—the cut-price, no frills, no research, no advice brokers, often backed by the big banks—have also come into the market.

Edwards' response has been to stick mainly to its long-term game plan, expanding geographically, but holding to its small town, consumer service-related concepts. This does not mean that it has chosen to ignore all the innovations. But the firm remains distrust-



ful of the latest Wall Street fad, reluctant to follow the herd, and keeps aside as much spare capital as it can, says Mr Edwards, "to be able to flex with the market."

The effect of this "flexing" has brought commission income down in some degree as a percentage of the total. Over the past five years it has fallen from around 78 per cent to 61 per cent, although in syndicated deals, terms it has more than doubled.

Investment banking has come up to compensate, providing 23 per cent of revenues against 8 per cent in 1980, through underwriting, private placements and public finance. The company's big stock distribution network is also valued by other Wall Street firms, who bring it in on syndicated deals.

By contrast, the company has remained sceptical about other products, such as insurance or principal transactions. Indeed, Edwards believes that diversification often adds costs without a generating adequate returns. Commission business is much easier to automate, says Mr Edwards, a fact that is borne out by its low ratio of back office staff—about one person for every broker in the field against over 2 at Merrill Lynch and 1.6 at Shearson.

Where it has had to offer additional products to provide clients with comprehensive financial planning services, it has bought them in, rather than trying to generate them internally. This can be a tricky policy, as was shown last year when it decided to provide \$12m against profits to compensate clients who had bought annuities issued by the Baldwin Group—now operating in Chapter 11 bankruptcy status, giving it protection from creditors—but the experience does not appear to have convinced Edwards to change policy.

A. G. EDWARDS	1984	1983	1982	1981	1980
Revenues	222.7	277.4	212.9	186.1	137.6
Net earnings	29.2*	34.0	28.2	24.1	15.7
Stockholders' equity	172.3	150.6	98.6	76.8	57.4
Total assets	579.5	577.4	402.8	309.8	318.0

\* After \$12m extraordinary charge.

# Commodity brokers' ill-fated gamble

By A. H. HERMANN, Legal Correspondent

A REMARKABLE dispute is unfolding in the High Court in London, between J. H. Rayner (Mining Lane) and Rayner Harwill Ltd, subsidiaries of S. and W. Berisford, and the Bank fuer Gemeinwirtschaft. Should the Rayner companies win, the German bank will be ordered to pay some DM 2.4m under a guarantee which the Rayner companies were prevented from invoking by a succession of German court orders, culminating in the Federal Supreme Court's judgment of March 12 1984.

We would then have the interesting spectacle of German and English courts addressing contradictory orders to residents in the other country. The German courts seem to be in a stronger position because whatever is demanded of the German bank should take place in Germany, and the objection to it is a matter of German public policy.

The case is remarkable also for another reason. It illustrates how dangerous it is to build a business in a foreign country on legal and moral concepts acquired at home—even if the country is so close as West Germany. The dispute seems to be the last in a long series—some of which have been reported in this column—arising from the German disapproval of differential deals, options or futures where no commodities chance bands, and only profits and losses calculated on the movement of the price are credited or debited to the customer's account.

German law treats such deals much the same as gambling, so that any claims arising from them are unenforceable. There are, however, certain exceptions. Enforceable deals are incurred by German residents who have "market capacity," for example, because they are registered merchants.

Rayner Harwill, acting as agent for J. H. Rayner (Mining Lane), seems to have opened an account for a Bonn man, MN, without checking whether he was a registered merchant. It seems that it relied on his word. It was agreed, in October 1980, that Rayner (Mining Lane) would carry out for MN differential deals on the London and U.S. raw material markets, receiving an initial deposit of 1,000 Krugerrands as security.

The agreement was in German but provided for the application of English law and the jurisdiction of English courts.

The Bonn client deposited the Krugerrands with the Bank fuer Gemeinwirtschaft, instructing it as follows: "The deposit should be delivered to me against a receipt, but only with the agreement of Rayner Harwill Ltd, London." Of course this was not a deposit in favour of Rayner Harwill but merely a deposit by the client which could be blocked by Rayner Harwill.

Nevertheless, the bank sent to Rayner Harwill a telex which went beyond the instructions received from its client. It said: "We confirm that we are holding the 1,000 Krugerrands to the order of Rayner Harwill Ltd.

Private individuals' debts arising from speculative commodity deals on foreign markets are not enforceable in Germany. Neither a bank guarantee nor choice of English law and courts will help

London, as security against transactions effected by Rayner Harwill Ltd, on behalf of MN."

The deals carried out by Rayner on behalf of MN soon resulted in losses, and Rayner asked for a further security. Acting through his limited company, the German client (who had previously dealt in a personal capacity) instructed the bank to provide two guarantees for a total of DM 2.5m.

This the bank did in the following form: " (With reference to the current business connection between you and the company), we undertake irrevocably to pay on your first demand amounts due to you by (the company) up to a total of (DM 1m and DM 1.5m) against your declaration in writing that (the company) did not pay the required amount when due."

No one seems to have made any fuss, neither then nor later in the courts, that the company had no contractual relationship with Rayner and was unlikely to incur any debts. However, the parties which were so easy-going as long as

they were making agreements fell out completely when the debit balance on MN's account reached DM 2.38m. Rayner asked for settlement within 14 days and, as no payment was forthcoming, called on the German bank to pay under the two guarantees. The bank did not pay, and Rayner brought an action against it in the High Court in London.

The bank's objection, that the dispute was not subject to the jurisdiction of English courts, was rejected by Mr Justice Staughton, and the case is now awaiting trial. In the meantime, the true dimensions of the case have been unfolding in the German courts where the two Rayner companies perfectly lost a legal battle which they fought all the way to the Federal

UK companies were still clutching when they reached the Federal Supreme Court was reliance on Section 55 of the Boersengesetz, according to which one cannot reclaim the payment of an unenforceable debt once it has been made. They viewed the security of the Krugerrands and the guarantees as payment of the unenforceable obligation and were fortified in this belief by a BGH judgment of 1971.

However, that judgment was reversed in 1983: a security can now be binding only if it covers stock exchange futures and only if strict formal requirements have been satisfied. Commodity futures are not covered; Rayner Harwill was rightly ordered, said the BGH, to relinquish the possibility of blocking the return of the Krugerrands to the depositor.

Much the same applied to the bank guarantees. These could not be recognised as payment but only as security for a future payment. The BGH found nothing wrong with the injunction preventing Rayner (Mining Lane) from claiming payment under the bank guarantees.

One of the defendant's arguments was that the injunction granted by the German courts represented an inadmissible intervention in the jurisdictional sphere of UK courts. The BGH did not agree; the plaintiff did not ask for any penal sanctions to be attached to the injunction, nor were such sanctions threatened by the courts below.

The BGH made a number of other interesting rulings—the judgment will be reported in greater detail in the July issue of the FT Business Law Brief—but two questions remain unanswered. What would be the position of the German bank vis-à-vis its client, should Rayner defy the injunction and the bank comply with a possible order of the UK courts to return the guarantees? Also the possible impact of EEC law, which requires that German law should not treat deals on other EEC markets more harshly than similar deals on German markets, remains unexplored. But that would be another long story.

\* If ZR 10/83, unreported, 1983Z, 86, 1. \*BGHZ, 86 240.

## Important Growth at Moët-Hennessy

(FFr millions)	1983	1982	%
Revenues (net of sales taxes)	5,741.0	4,587.8	+ 25.1
Operating Profit	845.7	727.5	+ 16.2
Net Profit	401.8	339.0	+ 18.5
Cash flow from Operations	543.6	453.8	+ 19.8



The growth in revenues, operating profits and net profit for 1983 was altogether satisfactory and exceeded expectations. These results, albeit at record levels, were nonetheless adversely affected by the lasting effects of previous poor harvests and by the costs of reorganising Armstrong in California.

Events in the last ten years have confirmed our initial hopes for a policy of diversification. From 1975 to 1980 champagne overshadowed the growth of Hennessy. Since 1982 the advance at Hennessy has enabled us to overcome the reduced profitability of champagne. The wide geographical and currency spread of consolidated revenues has enabled us to face up to the decline or even closure of certain markets (South America) and to compensate for the weakness of the franc against the dollar. That spread of risk could also, if necessary, reduce the impact of a fall in the dollar exchange rate against other currencies. Revenues for the first five months of 1984 have been encouraging, 38 per cent above last year's figure. 1984/1985 has begun well for the group both for champagne (with stocks restored) and for cognac (with the opening of new and important markets in the Far East).

Moët-Hennessy

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## European Economic Community

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In accordance with the provisions of the Nutes, notice is hereby given that for the six month Interest Period from 5th July, 1984 to 7th January, 1985 the Nutes will carry an Interest Rate of 13% per annum. The relevant Interest Payment Date will be 7th January, 1985 is U.S. \$671.67 for each Nute of U.S. \$10,000.

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Credit Suisse First Boston Limited  
Reference Agent



# MANAGEMENT: Marketing

EDITED BY CHRISTOPHER LORENZ

## Channel Four Advertising

# Figures look good

BY FEONA McEWAN

THE BABY is now a toddler and is slowly but surely finding its feet. Since its arrival in November 1982, Channel Four, once described by its chief executive Jeremy Isaacs as "a hairy wildcat with its paws and teeth who slings at night" has made steady progress. In terms of stature, programming, audience share, hours of viewing and ratings, the signs are positive.

So now the dust has settled, how is Four looking as an advertising medium? How is it being used, who uses it and to what effect?

The inevitable early complications have been eased. The interminable dispute with the union Equity over payment of actors' repeat fees continues to keep many advertisers strictly on ITV, though more and more are finding ways round the problem—either by paying a one-off buyout fee to the actor, by not using Equity members or by simply paying the repeat fees. There are now hopes, in the light of the recent elections with Equity, for an early settlement.

There was, too, the basic marketing problem of setting a novel television concept, a specialist station, with dip-in dip-out viewers.

One of the first things we had to do was establish our brand, and its 'usp' (unique selling proposition). Unfortunately no one understood our use when we started on TV. We were saying to about 53m people, "Here is a TV channel, watch it in a different way," says Sue Stoessl, Four's marketing manager.

But if they failed at first, success soon followed. The "diverse form and content" stipulated by the Independent Broadcasting Authority charter is now delivering the desired audience profile: younger, more affluent, if predominantly male, and many of them new to TV.

Acting as a complementary channel (never a smaller version of big brother ITV) Four has always aimed to fill the gaps in the market, offering audiences more specialised programming than advertisers finely-tuned, sensitive environment for their messages.

This, Stoessl believes, is now happening. "As a complementary medium, the idea always was to be strong when others were weak which means spring and summer. Interestingly we started to grow last summer when most media declined. Then we coasted through autumn and we are now showing a steady 5 going on 6 and 7 per cent audience share."

So the figures are looking good. A 6 per cent share means that, of every 100 viewing hours, six are spent on Four. In terms of patronage, some 50 per cent of the total viewing audience tunes in to Four at some point every week and this rises to 80 per cent over a month.

Four's audience share, on top of ITV's 46 per cent current share, is reckoned to enlarge the commercial television sector, thus offering advertisers marginal extra coverage. Many observers feel that, once the Equity dispute is settled, more advertisers would be siphoning off from ITV.

Advertisers will be siphoning off from ITV. In practice, this means that a spread sheet program like Lotus 1-2-3 will calculate twice as fast on the AT & T machine.

The question is, however, whether the average user will notice the difference.

The challenge facing AT & T, competitors and analysts agree, is to learn how to market the product. AT & T made a bold beginning by utilizing television and print media with advertisements for its personal computer.



Clairal's launch of his Glints semi-permanent hair colourant is one of the earliest — and an oft-quoted — uses of Four.

Within the overall hair colourant market, Clairal identified semi-permanents as its target, focusing on the 18- to 25-year-old woman. It aimed to secure an additional 20 per cent of the sector,

which was 5 per cent of the total market. Four was chosen through agency Geers Gross, which had been bullish from the start about the channel's prospects, new medium, new product, both "a shade more daring" was the Glints slogan.

The Cockney voiceover representing the street sound of today, and the posturing in cult programmes like the Tube, SOAP and Brideshead Revisited were aimed to secure direct hits with the target group.

After three months on the market, Glints claimed to have cornered 3 per cent of the total colourant market and expanded the semi-permanent sector by 38 per cent. The same campaign is now running in the Irish Republic, Scandinavia and Australia.

A common misbelief among first-time advertisers on television is that potency of ads is measured in terms of numbers of spots, when, in effect, it's a complex equation concerning frequency, ratings, and coverage.

People are using Four in two ways, says another independent. The first is as a cost regulator, extending the campaign presence of ITV. "Since, per rata to audience levels it is cheaper, you are getting more audience exposure for your buck."

The second use of Four, he says, is to isolate certain subgroups, a more economic approach than going for the unselected masses of ITV—the rise versus the shotgun effect.

So far the top five categories of advertiser using the channel, according to MEAL, are local advertisers with a spend of \$14m, food at \$13.5m, toiletries \$13m, leisure equipment \$10m and motors \$7.6m.

The spectrum of products now featuring on the small screen is very wide. Tony Logie, director of sales and marketing at Thames, reports a recent sample as varied as Oral B toothpaste, Comshare computers, Ford Orion cars, Simoniz TR3 wax, Polish Smiths square crissps, Sun Sense sunscreens. And demand is increasing so prices are rising. Some advertisers are finding it very difficult to book into July and August.

Nigel Hays, group marketing manager of cosmetic group, Max Factor, until moving to City three months ago, admits to being sold on the channel from the start. "We introduced a fragrance called Epris on the first day of the channel. At one stage people were ringing us up to say they were fed up with seeing the ad. But sales went through the roof."

Some months later, using a mix of ITV and Four, he launched L'Oréal's new perfume, until moving to City three months ago, admits to being sold on the channel from the start.

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## UK drugs marketing

# Living with the cuts

Carla Rapoport on the effects of a Government ruling

OVER THE past six months, every marketing truth once held to be sacred in the pharmaceutical industry has been taken apart and examined by drug company executives operating in Britain.

The results of this exercise—prompted by the Government's ruling last December that promotional spending must be cut from around 12 per cent of sales to 10 per cent—are just beginning to roll in. Executives who were earlier hunting for windows to leap from now say they are coping. But some, it is already clear, are able to cope better than others.

The first thing to go out of the window for nearly every pharmaceutical company operating in Britain has been a significant chunk of its journal advertising spend. ICI, for example, has pulled its advertisements out of 10 medical journals, while Ciba-Geigy's UK subsidiary has cut advertising expenditure by 50 per cent so far this year.

Smaller companies have stopped advertising altogether, in many cases. "Journal advertising is the least easiest to prove its effectiveness and the cost keeps escalating," says Richard Bailey, managing director of Eli Lilly in the UK. Few registered any sorrow over the reduced spending on journals.

"There was a lot of wastage; the Government knew this," says an executive of one of the larger companies. The sorrow, so far, has been more on the publishing side. Last year, drug companies spent around \$30m on advertising in medical journals, including 35 free circulation magazines. This year the advertising figure is running about 40 per cent down on last year's levels and already three titles have ceased publication.

The next marketing tools to be backed away at have been medical meetings, entertaining and give-aways. Joe Eagle, marketing director of Ciba-Geigy in the UK, says the group has saved \$900,000 on cutting out "special direct representatives who spent their time meeting doctors to discuss a variety of medical topics."

"We found that 30 per cent qualified as genuinely interested in the topics, the rest were just professional eaters."

Much dearer to every company's heart, however, are the medical representatives, or reps, who actually visit doctors, promoting products face-to-face. In this area, smaller companies are now clearly at a disadvantage to the larger ones.

According to the Government's new formula for promotional spending, companies are allowed to spend 7 per cent of their sales, plus \$50,000, which is intended to average

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ning of the year and more are expected next year when the promotional budgets are tightened by another 1 percentage point of sales.

How will these changes affect the industry? Most agree that the status quo will be maintained; big will stay big and small small. "Objectively, the sale of medicines is by promotion. If the larger companies have more money to spend than the smaller, they will be more successful. We will soon be in a monopoly situation in the UK," says Thomas Summers of Leo Laboratories in the UK, a \$20m-a-year subsidiary of a Danish group.

The companies hardest hit will be small companies with new, interesting products. These companies include more than just subsidiaries of foreign multinationals but also UK-based groups like Boots and Fisons, which are growing their pharmaceutical businesses bottom-up.

Terry Richardson, director of pharmaceutical marketing and market research director of Boots, says that the promotional cutbacks may well mean that the group will not launch some product innovations in the UK. Admittedly, these will be variations of a previously successful product, but "to put a development of Brufen (Boots' anti-arthritis drug) on the market is good medicine. You will never know what you are missing if you don't."

The other alternative is to incur the fine by overspending on new products. "The last thing we want to do is pay a 100 per cent tax. But I don't see how we can avoid paying some," says Richard Bate, Managing Director of Wyeth Laboratories, a division of Wyeth International in the U.S.

But there will be companies benefiting from the cuts. "It amounts to a non-protection deal between Russia and the U.S. when two companies like SmithKline and Glaxo are forced to cut down their advertising expenditure in the ulcer market," says Robin Gilbert, a pharmaceutical analyst with James Capel, the London stockbroker. Others agree that an across-the-board cut in advertising has been welcomed by companies that kept up spending merely to keep pace with the competition.



Advertising such as this in medical journals has been the principal victim of the UK government decree that pharmaceutical company promotional spending must be cut.

## TECHNOLOGY

### PERSONAL COMPUTER LAUNCH CAMOUFLAGES NETWORK INITIATIVE

# AT & T unfurls its battle standard

BY LOUISE KEHOE IN CALIFORNIA

AMERICAN Telephone and Telegraph (AT & T) underwhelmed the world with its announcement of a personal computer last week. The Olivetti-built machine offers little that is new and appeared almost unworthy of the AT & T label that links it to some of the most significant technical advances in the history of electronics.

For AT & T's competitors in the market for personal computers, the telecommunications giant's announcement was at once a relief and a threat. While companies such as Apple Computer were clearly glad to be assured that AT & T had nothing spectacular up its sleeve that might threaten their status as industry innovators, makers of IBM-compatible computers, still reeling from AT&T's recent price cuts, were once more thrown off stride.

With its announcement, AT & T endorsed the view that technology is no longer the office personal computer market.

AT & T is obviously capable of producing a much more sophisticated personal computer. Indeed, it is believed to have developed prototypes of a machine that would offer features not unlike those of Apple's Macintosh, with its "mouse" and screen icons.

Instead, however, AT & T has introduced a "me-too" personal computer that uses the industry standard MS-DOS operating system to make it compatible with software designed for the IBM personal computer. Prices for the new 6800 range from \$2,745 for a dual floppy disc version with 128 K of memory to \$4,990 for a hard disc version with 256 K of memory.

Like other IBM "clone" makers, AT & T adds a few bells and whistles to differentiate its product, but basically the machine is the same. The AT & T 6800, for example, will make IBM-type software run faster than some other IBM "clones." AT & T has adopted the Intel 8086 microprocessor, a device that processes information in chunks of 16-bits. The 8086 used in the IBM PC is a hybrid 8/16-bit processor. It processes data in 8-bit chunks, so it needs to go through two cycles to complete the same process as a 16-bit machine. (The 8088 fools the outside world — its peripheral chips — into believing it is a 16-bit device — outputting data in 16-bit chunks.)

The 8086 used by AT & T is older inately faster than the older 8088 in the IBM PC. AT & T claims a 30-80 per cent performance improvement over the IBM PC. In practice, this means that a spread sheet program like Lotus 1-2-3 will calculate twice as fast on the AT & T machine.

The question is, however, whether the average user will notice the difference.

The challenge facing AT & T, competitors and analysts agree, is to learn how to market the product. AT & T made a bold beginning by utilizing television and print media with advertisements for its personal computer.

Evoking AT & T's history as a technical leader, it has adopted the slogan, "Watson, watch us now — a reference to the telephone conversation in which Alexander Graham Bell said, "Watson, come here, I want you."

Proving that its corporate name will open doors, AT & T also announced that Computerland, the largest U.S. computer retail chain, will carry the product.

IBM will, however, take AT & T at least two years to transform itself from a "utility" into a marketing oriented company, suggests John Sculley, President of Apple Computer.

IBM, on the other hand, admitted recently that its local area network development will not be complete for another two years.

AT & T has not yet released technical details of its "Information Systems Network (ISN)." The company says, however, that the network is designed for medium to large scale users—corporations, universities and government departments, for example.

ISN will support up to 1,920 devices (personal computers, teleprinters, printers and so on) connected with existing phone wiring and optical fibre trunks.

The cost of installing ISN will be approximately \$400-\$500 a connection, AT & T estimates. ISN is a "packet switching" network in which bursts of data each carrying their names and addresses share "space" on the network. AT & T has not said whether it plans to publish the protocols that would enable other computer makers to link their hardware to the network, but it is expected to do so.

AT & T is also planning to introduce versions of ISN for smaller installations and to link its network to existing local area networks such as Ethernet.

In March, AT & T introduced its 3B series of super-microcomputers built around the 32000 32-bit microprocessor designed at Bell Labs. Acknowledged as the most powerful microprocessor available at that time, the 32000 provides the power of a minicomputer on a chip.

### VISION SYSTEMS

# Bright eyes on the production line

BY GEOFFREY CHARLISH

THE IRAN 8000 vision inspection system offered by Simtech of Sonning, Berkshire can identify engineering parts at up to 10 per second.

Easily used by production personnel, the system can be taught to identify items in a few minutes and will reject faulty components from a production line.

The new system carries out a number of functions including learning critical measurements and features of a variety of different parts. It will subsequently recognise them and check their parameters at speed, which, the company claims, makes 100 per cent inspection a practical proposition.

In addition, the system can apply programmed-in tolerances to individual measurements to achieve 100 per cent accuracy in pass/fail inspection.

Up to eight television cameras, looking at separate items or aspects of the same item, feed their signals (from up to 200 feet away) to a controller, where the pictures are digitised and analysed into 64 grey scale levels. These can help the operator to identify edges, indentations, shadows, holes and other features, regardless of the lighting conditions. The picture resolution is 1000 x 1000 pixels (basic picture elements).

"Icons," together with plain English messages in colour on the screen, are used to make setting up for identification of a specific part relatively easy. The icons are on-screen graphical representations of desired actions; to make a diameter measurement, for example, a light pen is used to point at a small picture of say, a micrometer and move it over the part to be checked.

### SCIENTISTS

# Scientists taste the joys of space

BY PETER MARSH

SCIENTISTS FROM outside the U.S.'s corps of full-time astronauts are featuring increasingly in the crews for forthcoming flights of space shuttles. The National Aeronautics and Space Administration has announced the names of eight such people who will voyage above the atmosphere over the next few years.

Mr Paul Scully-Power, a civilian oceanographer with the U.S. Navy, will join a shuttle flight in October, bringing the total crew to seven—the largest number of people to fly in one spacecraft. Mr Scully-Power will assess data gathered by the shuttle as it journeys over oceans.

Next January, Dr Lodewijk van den Berg, a chemical engineer, and Dr Taylor Wang, a physicist, will be part of the crew for the second shuttle mission to carry Spacelab, a reusable laboratory that fits inside the craft's payload bay. The Dutch-born Dr van den Berg works for EG & G Corp of Goleta, California, while Dr Wang, who was born in China, is an employee of NASA's Jet Propulsion Laboratory, Pasadena, California.

The duo will be responsible for experiments inside the laboratory. For example, the scientists will process exotic forms of materials in the low gravity of space flight.

Featuring in another Spacelab voyage next April will be two more non-astronaut scientists, Dr Loren Acton, who works for Lockheed in Palo Alto, California, and Dr John David Bartoe of the Naval Research Laboratory in Washington DC. This Spacelab flight will concentrate on experiments in astronomy and atmospheric physics.

On each Spacelab mission, the two civilian space travellers will be joined by five people from NASA's astronaut squad. NASA has named three more scientists for three further flights using Spacelab that will feature studies in astronomy. The missions, designated the Astro series, start in March 1986. The three scientists are Dr Samuel Durrance of Johns Hopkins University, Baltimore; Dr Kenneth Nordisack of the University of Wisconsin-Madison; and Dr Ronald Parise of Computer Sciences Corporation, in Silver Springs, Maryland.

### Why all the fuss about IBM's late, late LAN?

For the electronic office industry, it was the anticlimax of the year.

It had been waiting anxiously for IBM to announce the technology it had decided was best to connect together all the individual units of the electronic office—word processors, personal computers, printers and electronic filing cabinets into a single communicating network.

Because of IBM's size and influence in the industry, the technology it settled on for this local area network (lan) was expected quickly to become the industry standard.

### VISION SYSTEMS

MEASUREMENT

Digital scales progress

SUPERMARKET weighing scales have gone digital. These once quaint mechanical contraptions, transformed by the silicon chip, will be as much a part of the future electronic shopping as laser scanning tills.

### SCIENTISTS

Materials

Medical ceramic

Components Tested by bike

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UK COMPANY NEWS

Automated Security tops £2m so far and lifts interim dividend

IN AN "excellent" start to the year Automated Security (Holdsings) has reported a 45 per cent increase in taxable profit on record turnover.

The result before tax for the six months to May 31 1984 rose from £1.51m to £2.18m on sales up by £1.91m to £13.23m. At the last year end the figures were £2.4m and £24.2m respectively.

The directors of this security services group believe that it is in the company's interests to reinvest a major portion of the profit to generate future growth, but they also consider that a strong dividend policy should be maintained. Accordingly they have declared an interim dividend of 0.45p, up from 0.4p. The total last year was £1.03p. Earnings were 3.7p (3.09p) audited and 3.5p (3.09p) fully diluted.

Trading profit was up 55 per cent at £2.58m, before interest charges which increased from £20,000 to £202,000. The net charge of £182,000 (£99,000) for the period represents ACT payable on dividends and the group share of related company tax. The group wrote off goodwill amounting to £250,000.

After ordinary dividend payments (£85,000 more at £260,000) the company was able to retain profits of £1.45m against £1.21m. Commenting in detail on the results, the directors state that they have continued their policy of investing heavily in long-term rental assets, producing an increasing rental stream. Rental income contributed £5.9m in the six months.

comment

ASE's high stock market rating has been less secure than its burglar alarms in the past year—the shares have fallen from an adjusted peak of 240p to a low of 131p. Yesterday's announcement bumped up the price by 17p to 156p for two reasons: first because the pre-tax profits have climbed by more than was expected, and secondly because the company has agreed to a major revision of the budget which might adversely affect ASE because of the use made of high capital allowances on the equipment it installs. The main security rental business continues to grow apace among both industrial and more particularly domestic customers. However, an increasingly important factor behind group profits is the fact that all the smaller and newer businesses are making profits for the first time. There are great gains to be made here from the demand for more sophisticated security equipment and for security tags in shops, a market in which ASE's three main competitors all are American. The tax position is that reductions in capital allowances will only slowly affect earnings because of the high level of investment in rented systems. The question which remains is what market rating is appropriate. On a 10 per cent tax charge, forecasts of £6m pre-tax put the shares on a multiple of 26.7 to 1984. The tax position is that reductions in capital allowances will only slowly affect earnings because of the high level of investment in rented systems. The question which remains is what market rating is appropriate. On a 10 per cent tax charge, forecasts of £6m pre-tax put the shares on a multiple of 26.7 to 1984.

2m new EPS shares to raise £1m on USM

Entertainment Production Services, which leases pre-recorded video tapes and market blank magnetic recording tapes for audio, video and home computer use, is coming to the Unlisted Securities Market through the offer or sale of just over 2m shares, equal to 30 per cent of the equity.

Mr David Cavalier, chairman and founder of the company, is keeping his entire holding in the company so that all the shares on offer are new shares which will raise just over £1m at the offer price of 58p per share.

The money raised will be used to increase the number of outlets for the video leasing scheme and the size and range of videos available.

EPS set up a video mail order library in 1982 and subsequently developed the leasing scheme whereby outlets such as petrol garages, newsagents and other

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held on the first or second Wednesday of the month. Official indications are not available as to whether the dividends shown below are based mainly on last year's results.

**FINALS**—BET Omnibus Services, Events at Leeds, Fish Lovell, Fostel International, Jacksons Bourne End, Rowe Events Investments, Unigate.

**FUTURE DATES**

British	July 27
British	July 27
Murray Western Invest Trust	July 27
National Westminster Bank	July 31
Royal Trust	July 19
Finale	July 12
Bromsgrove Gating & Mchng	July 12
Hillier Group	July 13
Lansdown Group	July 13
Lowell (G.F.)	July 23
Merrill Lynch	Sept 10
Murray Caladonian Invest. Trust	July 23
Murray Northern Invest. Trust	July 10
Murray Venture	Sept 10
Ransom (William)	July 11
Ratners (Jewelers)	July 12
Synovate Engineering	July 12

Bath & Portland recovers strongly and spends £2.7m on acquisitions

ALONG WITH the announcement of a sharp improvement in profits for the opening six months, the Bath & Portland Group reveals that it has spent some £2.7m on two businesses that will "greatly strengthen" its instrumentation division.

Both deals were carried out by the group's subsidiary KDG Instruments. The first was the acquisition of the business, goodwill and other assets of the former instrument division of Fisher Controls International in the UK for £1.2m cash, plus a further £400,000 for additional property.

The other purchase comprised the whole of the capital of Maxseal based in Bristol, for which KDG paid £217,000.

Group pre-tax profits for the first six months to April 30 1984 rose strongly from a depressed £163,000 to £2.04m and prospects for the remainder of the year "remain encouraging".

The interim dividend is being stepped up from 2.5p to 2.75p and a final of 3.5p will be paid for the 1982-83 year from taxable profits of £2.07m (£2.85m).

Profits attributable to the group's continuing activities expanded from £1.83m to £2.22m (a rise of 18.4 per cent) for the period under review, but there were deductions of £188,000 (£1.71m) attributable to disposals and cessations.

Turnover declined from £42.02m to £40.93m—the group accounts for a number of construction, agriculture, instrumentation and engineering.

The minerals division benefited from both a firming of selling prices and a reduction in costs arising from the increased level of capital expenditure. Profits for the division before interest rose from £243,000 to

**DIVIDENDS ANNOUNCED**

Company	Date of payment	Current year	Previous year	Total last year
Automated Security Int.	0.48	Nov 15	0.4	1.03
Bath & Portland Int.	2.75	Aug 20	2.5	6.87
McLeod Russel 2nd Int.	3.5t	1	2	6.7
Meadow Farm	1.25	—	—	1.25
R. W. Toothill	4.5	—	—	7.5

£1.02m on turnover of £11.15m (£10.34m).

The profit of the construction sector (£503,000 against £533,000) was regarded as satisfactory overall. Turnover improved to £15.72m (£11.45m).

The agricultural activities maintained their improving trend—profits advanced from £650,000 to £929,000 on turnover of £3.77m (£3.52m).

Instrumentation and engineering benefited from the acquisition in 1983 of KDG Gebhardt BV. The division's profits accelerated from £81,000 to £312,000. Turnover here totalled £4.92m (£3.52m).

The prototype of the Euro-scanner performed satisfactorily and "limited" production has commenced. The medical scanner division incurred losses of £318,000 (£222,000).

Associated companies added £2,000 (£48,000) and there was also a debtors surplus of £4,000 this time.

Interest charges rose from £151,000 to £14,000—the comparable figures included £172,000 of debenture interest relating to civil engineering.

The directors, headed by Mr David Macdonald, the chairman, say the final cost of the sale of

Consideration for the flow business (excluding the additional property at Burgess Hill) is £1.52m in cash. This sum is being provided by the issue of 1,029,711 new ordinary shares 50p each in B&P and arrangements have been made to place these shares conditionally with institutional investors.

The consideration for Maxseal, before the property disposal, is £747,000. This sum, £500,000 is to be satisfied by the issue to the vendors of 224,081 B&P shares credited as fully paid. Arrangements have been made to place these shares with institutional investors.

comment

Bath & Portland is now a less peculiar animal than before, though still peculiar enough. Some of its civil engineering arm but bolstered in the instrumentation division, the group cannot yet claim to be knit together by industrial logic but its factory at Burgess Hill, Sussex, the new business manufactures positive displacement meters and turbine flow meters, while at Cropton, variable area flow meters are produced. The principal trade names of the products acquired are Rotameter and Tylor in the UK and Houdoc in France.

Management accounts prepared by Fisher Controls show that for the year ended December 31 1983 the flow business had sales of £3.4m and made profits before tax of £400,000 in the UK and £1.1m and £24,000 respectively in France. The value of the assets being acquired will not be ascertained until a final stock valuation has been completed, but it is anticipated that such value will equate to the purchase price.

Meadow Farm result on target pays 1.25p

AN OPTIMISTIC report from Meadow Farm Produce gives pre-tax profits for the year ended March 30 in line with forecast at £621,000 against £185,000 last time. The March 1984 USM placing prospectus forecast profits of £625,000.

The processor of fresh meat products for hotels, restaurants and steakhouses raised turnover by 35 per cent to £5.18m. A final dividend of 1.25p is proposed. The March 1984 USM placing prospectus forecast profits of £625,000.

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BHS trend weaker

EASTERN trading at British Eastern Stores had been above estimate for the current financial year, Sir Maurice Hodgson told shareholders at the AGM.

Although household goods have achieved a high sales level and food has made good progress, the overall trend has been weaker since then, he said. Local conditions have had an adverse effect in some areas.

Yearlings total £12.5m

Yearling bonds totalling £12.5m at 10 1/4 per cent, redeemable on July 10 1985, have been issued by the following local authorities:—Highgate Regional Council £1.0m; St Helens Metropolitan Borough Council £0.8m; West Dorset District Council £0.5m; Doncaster MBC £1.0m; Swansea (City of) £1.0m; Edinburgh (City of) £1.0m; Solihull (Metropolitan Borough of) £1.0m; West Yorkshire Metropolitan Council £0.5m; Dudley MBC £0.5m; Wirral (MBC of) £0.5m; Aberdeen (City of) £1.0m; Cardiff (City of) £1.0m; Northampton BC £0.75m; Sheffield (City of) £2.0m.

GP Finance

The General Practice Finance Corporation has issued £2.25m of variable rate guaranteed stock, repayable June 1988. The issue, made at par and covered by Treasury Guarantees, was taken up by the National Debt Commissioners in one instalment on July 2.

HARRISONS MALAYSIAN PLANTATIONS BERHAD

(Incorporated in Malaysia)

**PRELIMINARY ANNOUNCEMENT OF RESULTS FOR THE YEAR ENDED 31st MARCH, 1984**

The Directors announce that the unaudited group results for the year ended 31st March, 1984, were:

	1984	1983
Turnover	582,297	253,578
Surplus on trading	90,402	63,542
Investment Income	4,514	14,577
Share of associated companies' profits	852	669
Profit before taxation	95,768	79,188
Taxation	44,106	27,281
Profit after taxation	51,662	51,907
Minority Interest	105	90
Extraordinary items	51,557	51,817
	8,792	—
Profit attributable to shareholders	60,349	51,817
Dividends (see note 6)	48,798	48,082
Retained profit for year	11,441	3,735
Earnings per M51 per share	142 Sen	146 Sen
Taxation comprises:		
Malaysia	43,388	25,007
United Kingdom	412	2,070
Associated Company	306	204
	44,106	27,281

**Group Profit**

Turnover has more than doubled over the previous year largely due to the inclusion of Jomalina Sendarian Berhad since 20th June, 1983. Better commodity prices and the contribution from Barlow Plantations Sdn. Bhd. offset by lower oil palm and cocoa crops increased plantation earnings. In common with other refiners, Jomalina encountered abnormal trading conditions during the year and incurred a loss of M\$15.8 million. Despite this, group profit before tax at M\$95.77 million was M\$16.58 million (20.9%) ahead of last year.

The extraordinary items relate to profits arising out of land sales and our share of similar gains made by an associate company.

**Acquisitions**

On 22nd May, 1984 the Company announced proposals comprising recommended offers, a scheme of arrangement and two agreements for the acquisition of 10 U.K. registered companies.

The proposals have been approved by the members of the various companies and the relevant government authorities.

The acquisition will increase the total plantation area of the group by some 13,000 hectares including 7,510 hectares of rubber, 4,094 hectares of oil palm and 340 hectares of cocoa/coconut.

**Dividends**

It was stated in the Rights Issue document that the Board anticipated that the Company would be in a position to declare a gross dividend of 15 Sen per share for the year ended 31st March 1984. A gross interim dividend of 8 Sen per share was paid on 27th April, 1984.

Following the announcement of the acquisitions mentioned above the Board anticipates that they will be in a position to declare further gross dividends of not less than 11 Sen per share on the enlarged share capital in respect of the year ended 31st March, 1984.

The Directors have declared a second interim dividend of 6 Sen per share less tax payable on 27th August, 1984. The last day for lodging transfers will be the close of business on 2nd August, 1984. A final dividend of 6 Sen per share payable on 4th January, 1985 will be proposed at the Annual General Meeting.

**Annual General Meeting**

It is intended to hold the Annual General Meeting on 22nd August, 1984.

**Harvested Crops — Tonnes**

	1984	1983
Rubber	47,492	38,796
Palm oil	117,103	124,821
Palm kernels	33,638	38,201
Cocoa	5,899	5,915
Copra	5,866	4,247

**NOTES:**

- (1) Sabah Plantations Limited and Barlow Plantations Sdn. Bhd. whose accounting years ended at 31st December end Jomalina Sendarian Berhad whose accounting year ended at 31st March 1984 have changed their accounting year-ends to 31st March to be in line with the Holding Company's year-end.
- (2) Turnover and surplus on trading includes the post acquisition results of Barlow Plantations Sdn. Bhd. from 20th June, 1983. Sabah Plantations Limited's results are included from 1st January, 1983.
- (3) Following the transfer of tax residence of the remaining companies in the group from the UK to Malaysia during the preceding financial year, group trading profits are not liable to UK Corporation tax for the period.
- (4) Kundong Tanjong Pau Co. Berhad and Charming Development (Malaysia) Sdn. Berhad, previously treated as investments, are with effect from this financial year, treated as associated companies.
- (5) Earnings per M51 share have been adjusted to take into account the rights issue of 33,390,535 ordinary shares.
- (6) Dividends are calculated on the basis of the maximum number of shares that could be in issue upon implementation of the proposals referred to above under acquisitions.

By Order of the Board  
Zainal Abidin Bin Jemel  
Secretary  
Kuala Lumpur  
4th July 1984

Hollas slips to £1.03m but is confident

THE MIDWAY warning that slimmer margins and unhelpful currency levels would make the year to March 31 1984 a difficult one has proved to be "all too accurate" for Hollas Group.

Reporting a decline in pre-tax profits of £1.1m to £1.03m, Mr A. R. Lawson, the chairman, states that margins were further eroded in a second half which saw a £299,000 drop in profit to £100,000.

He adds that slightly improved trading conditions filtered through at the end of a year of "consolidation rather than expansion" and believes that in the light of all the problems encountered the group's performance was creditable. For the first time he is "genuinely confident" that the company's fortunes will begin to improve.

The company's business has traditionally been the importation and distribution of textiles and fabrics, but it broadened its horizons last November in the estate agency field.

The final dividend is unchanged at 1p, maintaining the £1.03m for the year. Earnings per ordinary share are given as an also-unchanged 2.4p.

The profit fall was not mirrored by the turnover performance, which rose marginally from £26.75m to £26.95m. Operat-

McLeod Russel pushes up profits to over £7.5m

INCREASED pre-tax profits, up from £2.85m to £7.5m, were reported by McLeod Russel, plantations and property development concern, for the 12 months to March 31 1984. The current accounting year covers 18 months until September 30 1984.

With the expected improved results, the board has declared a second interim dividend of 3.5p on the increased capital in a normal 13-month period. It is the intention to pay two dividends a year. Last year there was single payment of 6.5p.

Group turnover for the 12 months was considerably lower at £23.5m compared with £29.7m. Tax rose from £2.42m to £2.8m; minorities were £156,000 against

Wheway recovery hopes marred by miners' strike

IN THE six months to March 31 1984 the pre-tax loss at Wheway Watson, chainmaker, engineer and forger, was reduced from £228,000 to £48,000, and the directors believe it here had not been a miners' strike the company would have made a profit in the current six months.

In view of the continued strike action, however, it is anticipated that in the current year the group will make a loss, the extent of which will depend on the time it takes for the NCB and the NUM to reach a settlement.

In the last full financial period, covering the 15 months to October 1 1983, the company made a taxable loss of

Wheway recovery hopes marred by miners' strike

£268,000.

Turnover for the period under review fell from £9.33m to £9.19m, from which trading profit emerged up at £224,000 against £199,000. Interest took a £31,000 large share at £249,000 and an exceptional debit of £20,000 (£100,000 related to rationalisation and redundancy costs, removal expenses and exchange difficulties).

There was again no tax charge for the period, but a loss on the sale of premises and closure costs produced an extraordinary debit £20,000 (£98,000). The loss per share came out at 0.22p down from 0.84p. There is no interim dividend.

The chain division incurred a small loss as a result of severe drop in turnover, again affected by the miners' industrial action. Sales and profits in the hoist division improved, helped by the introduction of new products.

Wheway recovery hopes marred by miners' strike

£445,000, and there was an extraordinary debit of £2.54m compared with a credit of £735,000. The extraordinary debit is full provision for the loss on the company's interest in the U.S. shipping route in Houston.

The directors say prices for the company's commodities have remained firm to date. The UK manufacturing companies are trading up to expectations, while the property interests—with the exception of the Houston development—are progressing satisfactorily.

For these reasons, the group is confident of a good result for the 12 months to end-September. A final dividend will be declared next January.

**CENTURY OILS GROUP**

Extracts from the Chairman's statements 1983/4

The full year's results were disappointing after encouraging first half year figures. The outcome was a profit of £3.06m before tax compared with £3.04m in 1982/83. A final dividend of 2.5p per share is recommended as a token of our confidence for the future, making 3.5p for the year compared with 3.4p last year.

Outside the U.K. mining and associated sectors, the volume of business has been greater. This has been achieved by increasing our market outlets, through a wider range of products and as a result of an improved performance in existing markets.

**Current outlook**

The immediate outlook continues to be dominated by the effects of the miners' strike, and the first half results of the current year will be substantially affected.

Apart from this, the measures taken both at home and overseas to develop sales and increase productivity are beginning to produce significant improvements, and it is expected that once normal trading is resumed with our U.K. customers, record levels of trading could be achieved.

Charles H. Mitchell,  
Chairman.

**1984**

CENTURY OILS GROUP p.l.c. P.O. BOX 2, CENTURY STREET, HANLEY, STOKES-ON-TRENT ST1 5HL. TEL: 0782 295221

Application has been made for grant of permission to deal in the Unlisted Securities Market on the Stock Exchange in the undermentioned securities. It is emphasised, however, that no application has been made for these securities to be admitted to listing.

**Entertainment Production Services plc**  
(Incorporated in England under The Companies Act 1948 to 1967)

**Offer for Sale**  
by  
**STATHAM DUFF STOOP**

of 2,142,857 Ordinary Shares of 5p each in the Company at 58p per share payable in full on application

**SHARE CAPITAL**

Authorised	£ 375,000	Issued and now being offered fully paid	357,143
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Particulars of the Offer for Sale are available in the Extel Unlisted Securities Market service and copies of the Prospectus pursuant to the Offer, incorporating an application form, may be obtained during normal business hours from:—

Statham Duff Stoop  
Capital House, 22 City Road  
London EC1Y 1AT  
Tel: 01-628 3070

5 July 1984

Rights issues meet with poor response

SHAREHOLDERS disappointed three companies which have tried to raise money through rights issues on the stock market.

Comfort Hotels International left the underwriters holding 69.3 per cent of the £7.2m 7 1/2 per cent convertible unsecured loan stock it offered.

Thomas Robinson and Son, engineer and machine maker, tempted shareholders with only 18 per cent of its unwritten issue of about £1m preference shares.

And Tern-Consulte, which makes shirts, ties and underwear, had even less success—only 10.4 per cent of its £780,000 issue of £1 convertible cumulative redeemable preference shares. The underwriters took the rest.

Reed International P.L.C. Unsecured Loan Notes 1985

first issued in July 1980 to electing shareholders in London & Provincial Poster Group Limited

Notice is hereby given that the annual rate of interest payable in respect of the Unsecured Loan Notes 1985 for the six months Interest Period from 1 July 1984 to 31 December 1984 shall be 5.9375% per annum. The relevant Interest Payment Date will be 31 December 1984.

Reed International P.L.C. Unsecured Loan Notes 1985

N.A.V. at 30.84

**VIKING RESOURCES INTERNATIONAL N.V.**

1870 Pierson  
Heldring & Pierson N.V.  
Herengracht 214, Amsterdam

Reed International P.L.C. Unsecured Loan Notes 1985

first issued in July 1980 to electing shareholders in London & Provincial Poster Group Limited

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BIDS AND DEALS

Kode paying £3m plus to expand activity base

BY TERRY GARRETT

Kode International is making its first acquisition since Mr Peter Smith moved in as managing director to replace departing company founder Mr Terry Darlow nearly two years ago.

Further takeovers and is currently talking to other parties. Europe in particular West Germany is a likely target area and Mr Smith, who previously held a senior post in Europe for Bendix, would like to make a move into the U.S.

ERIC hits out at the Cambridge defence
By Alexander Nicol
Energy Recovery Investment Corporation (ERIC), the Luxembourg-registered company which is bidding for Cambridge Petroleum Royalties, yesterday produced a strongly-worded rejoinder to Cambridge's defence and urged shareholders to accept its offer.

John Finlan despatches terms for Lincroft

John Finlan, the building and development company chaired by Mr Graham Ferguson Lacey, yesterday despatched its offer document for Lincroft Kildare, arguing that shareholders in the meatwear group would get a better deal than through Lincroft's offer to buy its own shares.

SAI to join Paguag for flexible oil pipe venture

SCOTTISH Agricultural Industries has agreed with Paguag, a West German producer of flexible piping, to form a new company for the production and marketing of high pressure flexible pipes for the offshore oil industry.

pipe for the oil industry is a growth market, and our aim is to provide a very high specification and high quality pipe to meet this need, and to achieve a reasonable share of the market.

UTD. News buys 49 shops

United Newspapers, publishers of Punch and a range of rally and weekly newspapers, has bought 49 confectionery, tobacco and newsagent shops of Mills (North-Strids), from Thomson Regional Newspapers, in the Newcastle and Hull areas.

Mr David Stevens, chairman of United Newspapers, said yesterday: "We believe that substantial benefits will follow the increase in our retail interests from purchasing strength, management efficiencies and reduction in overheads."

ERIC hits out at the Cambridge defence

ERIC challenged the valuation of Cambridge's royalty interests by DeGolyer and MacNaughton, a Dallas consulting firm. It said another consultant ERG Energy Resource Consultants, had valued Cambridge's Brae interests at US\$8.06m before corporation tax and \$5.58m after tax.

"We fully intend to make the achievements of the past 50 years the foundation for even greater success."



Mr. Michael W. J. Smurfit, Chairman and Chief Executive Officer of the Jefferson Smurfit Group, said at the Annual General Meeting of the company on June 29th, 1984:

"It is with some pleasure and great pride that I can inform you of our anticipated results for the half-year ending 31st July and also be able to give you a reasoned view on the likely outcome for this our 50th Year. Pre-tax profits for the half-year will approximate IR20,000,000 with a somewhat better prospect for the second half in sight."

Highlights of 1983
In his statement to Shareholders, the Chairman made the point that some major strategic decisions had been taken during the last financial year. The features of these being:
In March 1983 the group increased its equity interest in Smurfit Diamond Packaging Corporation to 100% and in October 1983 acquired the remaining preferred stock.

- In April 1983 the group purchased from Diamond International Corporation a 50% interest in The Diamond Match Company and has since the year end, negotiated the purchase of the remaining 50%.
In October 1983 the group's UK Corrugated interests were merged with those of MacMillan Bloedel Limited to form MacMillan Smurfit SCA Limited, now trading as UK Corrugated.

FINANCIAL HIGHLIGHTS
Year to January, 1984
1983
Turnover (to third parties) IR,000 685,585
Profit before taxation 12,827
Profit after taxation 20,539
Earnings per share 12.8p
Dividends per ordinary share (net) 5.94p
Assets per ordinary share 71.48
Return on shareholders' funds 9.2%

related price increases, all of which are long overdue. I expect earnings for the full year to be a record with the outlook for 1985 even more favourable than it has been at any time in the past 15 years for the paperboard industry.

Further Developments
It was further stated by Mr. Smurfit in the Annual Report that: "We have total cash resources of almost IR108,000,000 and it is our intention to use this financial strength to make a major acquisition at some point in the future." Since publication of the Annual Report major negotiations have in fact been entered into by the company and it was confirmed at the Annual General Meeting that, "Our discussions to develop a significant association with the South West Forest Industry Company of Arizona continue, and in this task we are having discussions with the Heron Corporation of London."



Trafalgar hotel sale

Trafalgar House yesterday announced that it had completed the sale of the Cunard Cambridge Hotel at Bar Hill, Cambridge, to Queens Moat House, the hoteliers, restaurateurs and caterers, for £3.5m.

Investment and the Scottish Cities Investments.

The offer by East Midlands Allied Press for up to 29.99 per cent of Lancashire Standard Group has closed.

BIDS AND DEALS IN BRIEF
Edward Group has agreed to acquire, subject to shareholders' consent and to re-registration, Freeland Housing Homes for £738,000 in cash.
Principal assets of Freeland are Freeland House and Headford House, in Oxfordshire, and have been independently valued at £580,000 and £160,000 respectively.

N. Broken Hill raises EZ bid terms

AUSTRALIA'S North Broken Hill Holdings has altered the EZ bid terms in its AS200m (£300m) takeover bid for EZ Industries, following discussions between the two companies.

Associated Pulp and Paper Mills, but NBH's chairman, Mr Leith Jarman, said at last November's annual meeting that the group planned to raise the contribution to profits coming from operations, rather than its investment income, and would be prepared to sell some of its investments in order to develop its operations if necessary.

Ok Tedi hopes to start gold production soon

GOLD PRODUCTION from the big new OK Tedi mine in Papua New Guinea is to start within the next few days, according to news agency reports from Port Moresby.

Ok Tedi hopes to start gold production soon

have apparently now been over-coma, and the mine will soon start to build up to its planned daily throughput of 17,500 tonnes of ore.

THINK TWICE

MORE BOOKER PRIZES GIVEN AWAY!

- Having procured a Monopolies reference, Booker McConnell is now using the breathing space to make the company less attractive to Dee and consequently we believe to its own shareholders.
The fundamental Board changes announced last week are a clear admission of failure in Booker's top management.
The sale of the Uxbridge site denies Booker shareholders the opportunity to benefit from the potential profitability of that site if developed as a Carrefour superstore. That potential value to the Booker shareholder far exceeds the price obtained from the use of that site by Sainsbury or any other major London food retailer.



UK COMPANY NEWS

Tesco aims to expand in London

TESCO's new out-of-town units with full food and non-food ranges, garden centres and surface level car parking, are providing highly attractive to customers.

No longer does the company develop primarily to maximise available physical space; "our objective is to create an attractive shopping environment," say the directors in Tesco's annual report.

Ideally, the company's new stores will be single storey, with surface car parking, garden centres, petrol filling stations, wide aisles and bright interiors. These will have a gross area of around 60,000 sq ft providing some 40,000 sq ft of net selling area.

This does not mean, however, that Tesco has any intention of foregoing its traditional position near the city centre, says Sir Leslie Porter, the chairman.

Tesco is particularly keen on improving its presence in and around London. A major redevelopment of 12 acres of the British Rail property at the site at Neasden on the North Circular Road, started in December.

The main feature of the first phase of development will be a major new 60,000 sq ft net selling area superstore, which will be the largest of its kind in the London area with 45 checkouts and surface parking for 1,000 cars. The store will open in 1985.

During the 1983-84 financial year, Tesco opened five new stores in the UK, three in the Irish Republic and completed two major extensions.

Seven new stores are planned to open in the current year plus two extensions. With three additional stores in the Republic, the company will be adding a 10,000 sq ft and 10,000 sq ft in 1984 to 15,000 sq ft in 1983. The former of the two's share fell from 25 per cent to 13 per cent and the latter from 38 per cent to 22 per cent, despite an increase in the band's total space from 1.7m to 2.35m sq ft.

The 1983-84 accounts have also shown graphically a breakdown of sales area between Home 'n' Wear and other departments over the past five years.

Between 1980 and 1983, inclusive, grocery activities accounted for around 65 per cent of the total sales area but by 1984 this had increased to 70 per cent, amounting to 1.6m sq ft.

The analysis of Home 'n' Wear is split into two: the first showing sales area occupied on the ground floor and the second showing area taken up on other floors.

Ground floor sales area for Home 'n' Wear rose from 1.26m sq ft in 1980 to 1.51m sq ft in 1984, although it shed 8,000 sq ft of space between 1983-84, representing a static 20 per cent of the total over the past five years.

Sales area for other floors in 1975 was 848,000 sq ft (14 per cent of the total) and by 1982 it had reached 1.02m sq ft (still 14 per cent). But since then it has declined in both terms of actual space occupied and as a percentage of the total selling area. In 1984 it had 759,000 sq ft of space and accounted for 16 per cent of the total 3.6m sq ft of sales area.

The number of stores with over 25,000 sq ft of sales area is now in excess of 90 compared with under 20 in 1975.

As previously reported on June 14, Tesco increased its turnover in 1983-84 by 14.1 per cent to £2,599m, excluding VAT representing a volume gain of 8 per cent. Pre-tax profits emerged higher at £274m compared with £255m.

As at the February 25 year end, shareholders' funds stood at £336.5m, against £321.3m, and total assets less current liabilities amounted to £343m (£297.5m).

The accounts also show that the chairman's salary rose from £22,486 to £31,548 and that six directors now earn in excess of £50,000 compared with one in 1982-83.

The annual meeting will be held at the Connaught Rooms, Great Queen Street, London, on July 27 at 10 am.

TURNOVER AND PROFITS

	1979-80	1980-81	1981-82	1982-83	1983-84
Turnover (less VAT)	1,530.8	1,820.7	1,994.4	2,276.8	2,599.5
Pre-tax profit	36.5	55.6	42.7	53.5	67.4

EMPLOYEES AND SALES AREA

	(000)	(000)	(000)	(000)	(000)
Employees*	39.9	40.4	40.4	40.4	40.4
Sales area†	6,218	7,203	7,425	7,363	7,363

\* 53-week period. † Average number of full-time equivalent employees in the UK. ‡ In square feet.

Further 370,000 sq ft of new to 22 per cent, despite an increase in the band's total space from 1.7m to 2.35m sq ft.

Since 1975, the company has increased its sales area from 4,558 sq ft to 7.36m sq ft in 1984.

An analysis of sales area under size of stores reveals that Tesco over the past five years has shifted its emphasis towards stores in excess of 25,000 sq ft.

In 1975, stores in excess of 25,000 sq ft only accounted for 11 per cent of Tesco's total selling area but by 1984 these stores occupied some 50 per cent.

Stores up to 5,000 sq ft, on the other hand, were responsible for 63 per cent of space in 1975 but only 3 per cent in 1984.

The other two size bands, 5,000

Sainsbury's growth set to continue this year

THE YEAR so far has seen a "very solid" performance in trade and customer numbers for Sainsbury's, Sir John Sainsbury reported at the annual meeting.

The food retailing chain looks forward to another good year.

In a address to shareholders, Sir John pledged that he would continue to press the Government to improve the country's machinery. The effects of the present system were "strongly anti-competitive," and the delay on important decisions far too long.

In a message, the country was still ill-provided with modern, efficient supermarkets, he said.

Sir John welcomed the Office

British Intelligence tops £3m and more growth seen

British Intelligence Services pushed its pre-tax profits up from £2.7m to £3.5m over the year to end-February 1984 with all mainstream activities showing solid improvement.

Mr Brian Allison, chairman and chief executive, says the group's four main businesses grew at were "very profitable."

Turnover expanded from £23m to £31.1m, an increase of 35 per cent — the group is an international management information and communications specialist.

The 24 per cent increase in profits before tax was achieved after writing off more than £2m for the development of new products, primarily new banking systems software, as well as absorbing the costs of the group's major new thrust into insurance services.

An important element of the group's profitability was an increase to margins achieved by both its direct marketing and marketing research operations as a result of strong demand and efficient management.

The group has continued its acquisition strategy by acquiring 40 per cent of Johnson Brown & Associates, the leading Australian and international computer services company, and by taking a majority holding in Cross Computer Group, specialists in software systems.

It has also made smaller investments in specialist market research and information companies, with a resulting total investment in acquisitions this year in the region of £1m.

A key element in the group's growth strategy is the development of overseas business. This year BIS Software maintained its position as a world leader in banking systems, winning 80 per cent of its business outside the UK. The marketing research companies achieved 80 per cent of its sales overseas.

Mr Allison says the net worth of the group has increased to almost £26m, after this year's write-offs of development costs and acquisition goodwill.

For the future, he expects to maintain the growth rate that has been achieved over the past five years, and looks forward to reaching a turnover in the region of £40m with maintained margins in the current year.

Shareholders are told that the group has a "formidable array" of new weapons for the future and is confident of the continuing success of its strategy of providing management information and communication products and services within the new electronic society.

Operating profits for the 1983/84 year rose to £3.6m (£2.5m) before adding in net interest and similar income of £239,000 (£190,000) and deducting a £31,000 share of related companies losses.

Difficult year at Toothill

The 1983-84 trading year at R. W. Toothill, furniture manufacturer, was difficult, with levels of demand fluctuating considerably.

However, despite virtually unchanged sales for the 12 months to end-March of £455m, against £454m, the company managed to increase its taxable profit from a restated £292,000 to £325,000.

But Mr E. R. Hall, the chairman, warns that the furniture trade has been weak in recent months and it appears that profits for the opening months of the current year will be below the £155,000 attained in the comparable period.

The final dividend is being lifted by 0.5p to 4.5p, which raises the total payout to 7.5p (7p net per 25p share).

Pre-tax profits were struck after all charges, including depreciation, and also amounts written-off or fixed assets of £28,000 (£243,000).

But Mr E. R. Hall, the chairman, warns that the furniture trade has been weak in recent months and it appears that profits for the opening months of the current year will be below the £155,000 attained in the comparable period.

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CONTRACTS

£13m order for Thorn EMI Electronics

A £13m contract has been placed with THORN EMI ELECTRONICS by the Ministry of Defence for a new type of handheld thermal imager for service with the British Army. The imager has been developed using private venture funding at Thorn EMI Electronics' defence systems division. It is based on modified modules developed from the UK Class 1 thermal imaging common module. The improvement in performance-to-weight ratio has been achieved by exploiting the latest advances in thermal imaging technology. Weighing less than 5 kg it is suitable for a range of uses requiring a high degree of mobility — such as reconnaissance, mortar fire control and forward observation. In the civil sector, applications include use by fire services, police, search and rescue, marine agencies and coastguards. The imager operates by detecting radiation of infrared energy. Independent of ambient light, it can also "see" through smoke, haze, mist and most forms of camouflage. Unlike image intensifiers it is not blinded by fires or searchlights and exhibits the same characteristics by both day and night.

The ROYAL MAIL has won a £4m contract to deliver the American magazine National Geographic to 200,000 subscribers

Refurbishment, alteration and fitting out contracts worth over £3.5m in all been awarded to TROLLOPE AND COLLS (CTY). Several of the contracts are for the extensive repairs fitting out the new headquarters of the Bank of Nova Scotia in Finsbury Square, EC2. The work is valued at £1m and includes construction of a new banking hall with dealers area, computer room and telecommunications. There are two floor of directors' offices with boardrooms, separate castens, showers and dining rooms. At 9 Devonshire Square, EC2, the company is fitting out executive offices and dealers area for Lehman Bros. Kuhn Loeb. The dealers area incorporates a raised floor to house fibre optics cable trays. At 17, 19 and 21, Catherine House in Surbiton, as part of the Winchester House Property

MURHEAD has an order from the Ministry of Defence for digital facsimile equipment within the Parnigan system which, with supporting spares, will be worth over £5m. This system is a joint British and German government-funded development in co-operation with the Doctor Hall division of the Siemens Company.

SIR ALFRED McALPINE & SON (NORTHERN) has been awarded a contract worth around £3m by the Northern Regional Health Authority for the Phase I redevelopment at Queens Park Hospital in Blackburn, Lancashire. Work involves construction of a three-storey single cruciform-shaped ward block with a reinforced concrete structural frame and steel roof members. The contract period is two years. The company also has a contract worth over £1m from JCB transmissions for construction at Wrexham, Clwyd. Work involves a 4,926 sq metre factory extension of portal steel frame and steel cladding with loading dock facilities, and a 34 sq metre office extension with external walls of mirrored glass. Surroundings will be enhanced by

Company, the company is fitting out the building for offices with full catering facilities. Valued at £800,000, the project includes a self-contained computer installation for occupation by the Distillers Company.

In Regent Street, the company is to undertake the refurbishment of three floors of offices for Qantas Airways, at a cost of £235,000. At Rickmansworth, Girls School in Hertfordshire, fire escape alarms, and emergency lighting are being installed in eight dormitory blocks at a cost of £260,000. The work is taking place during term time with only minimum disruption to the school. Among four jobs recently awarded to Bridge Walker, associate company to Trollope and Colls (City) is a contract for renovation works to Cardinal and Stion Manning Schools for the Diocese of Westminster. £422,000 is to be spent on an extensive repairs including the reinstatement of the concrete frame and brickwork. Trollope and Colls (City) is part of Trollope and Colls Holdings, UK building division of Trafalgar House.

S. WERNICK & SONS has won three contracts worth a total of £484,000. Largest is neighbourhood office at a cost of £380,000 at Islington Road for the London Borough of Islington, as part of its decentralisation programme.

UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY—indices of industrial production, manufacturing output (1980=100); engineering orders (1980=100); retail sales volume (1975=100); retail sales value (1980=100); registered unemployment (excluding school leavers) and unfilled vacancies (000s). All seasonally adjusted.

	1983	1984	1985	1986	1987	1988	1989	1990
1st qtr.	99.6	94.5	86	105.5	115.9	3,002	124	
2nd qtr.	99.5	94.1	82	107.3	115.7	2,297	133	
3rd qtr.	101.6	96.2	94	108.3	124.0	2,950	160	
4th qtr.	103.2	97.3	96	116.3	124.4	2,941	162	
November	102.6	96.7	93	110.9	141.8	2,827	163	
December	104.1	98.7	97	111.0	176.6	2,846	133	
1984								
1st qtr.	103.1	97.7	95	108.3	123.5	2,988	147	
2nd qtr.	104.5	96.3	97	107.7	123.4	2,976	148	
3rd qtr.	102.9	96.7	96	108.3	122.4	2,963	145	
4th qtr.	101.9	97.9	93	108.3	124.5	3,012	147	
March	101.7	97.5	93	112.2	131.4	3,911	146	
April				110.7	126.6	3,029	156	
May								

EXTERNAL TRADE—indices of export and import volume (1980=100); visible balance; current balance (£m); oil balance (£m); terms of trade (1980=100); exchange reserves.

	1983	1984	1985	1986	1987	1988	1989	1990
1st qtr.	95.7	91.9	105.0	93.2	100.0	86.8	181	
2nd qtr.	95.5	90.1	106.8	82.2	104.4	83.4	22.0	
3rd qtr.	97.4	91.2	108.6	93.5	105.7	90.4	17.5	
4th qtr.	98.2	92.5	110.1	95.3	108.9	92.3	15.9	
October	98.0	91.0	109.0	94.0	110.0	91.0	18.2	
November	98.0	91.0	110.0	94.0	109.9	92.0	18.5	
December	99.0	93.0	111.0	96.0	111.0	94.0	11.1	
1984								
1st qtr.	97.4	93.1	110.4	95.9	113.4	90.4	16.5	
2nd qtr.	96.0	94.0	112.0	87.0	116.0	90.0	13.9	
3rd qtr.	97.0	92.0	111.0	95.0	107.0	89.0	16.4	
4th qtr.	98.0	93.0	108.0	96.0	117.0	82.0	13.9	
March	98.0	93.0	106.0	96.0	111.0	91.0	16.3	
April								
May								
June								

FINANCIAL—Money supply M1 and sterling 3M bank advances in sterling to the private sector (three months' growth at annual rate); domestic credit expansion (£m); building societies' net inflow; HP, net credit; all seasonally adjusted. Clearing Bank base rate (end period).

	M1	M3	Bank advances	DCE	BS inflow	HP lending	Rate %
1983							
1st qtr.	9.5	8.1	10.6	+4,456	1,174	2,520	10.50
2nd qtr.	15.3	14.6	15.0	+5,087	1,671	2,540	9.50
3rd qtr.	8.5	8.4	24.6	+4,491	2,693	2,645	9.50
4th qtr.	10.4	8.8	18.9	+2,745	2,818	9.00	
November	7.3	6.5	22.6	+1,413	670	959	9.00
December	15.3	15.2	11.9		888	981	8.50
1984							
1st qtr.	10.1	8.2	13.6		2,609	2,912	9.00
2nd qtr.	7.6	11.5	12.3		926	969	9.00
3rd qtr.	7.8	8.6	12.4		954	1,097	9.00
4th qtr.	14.8	7.1	16.1		729	926	8.50
March	23.4	7.4	17.2		653	928	8.50
April	26.3	10.7	19.2		482	1,036	8.12
May							
June							

INFLATION—Indices of earnings (Jan 1980=100); basic materials and fuel, wholesale prices of manufactured products (1980=100); retail prices (1974=100); FT commodity index (July 1982=100); trade weighted value of sterling (1975=100).

	Earnings	Basic materials	Wholesale	RP1*	Foods	FT commodity	Strig.
1983							
1st qtr.	144.7	124.6	121.8	337.0	262.1	277.29	80.5
2nd qtr.	148.0	123.6	124.2	327.0	306.7	272.89	84.3
3rd qtr.	150.9	124.7	125.1	338.0	310.4	288.14	84.2
4th qtr.	152.2	124.4	126.7	341.8	316.4	298.59	85.9
November	150.0	127.4	126.8	341.9	316.1	288.10	83.7
December	156.1	121.6	127.3	342.5	318.5	298.59	82.5
1984							
1st qtr.	153.6	132.5	129.0	343.9	321.7	308.67	81.7
2nd qtr.	152.7	132.5	128.0	342.6	319.8	295.75	81.9
3rd qtr.	151.7	132.2	128.5	344.0	321.4	291.34	82.2
4th qtr.	154.2	132.8	129.6	347.1	327.3	308.67	81.0
March	154.2	133.7	131.7	347.7	327.3	305.89	81.0
April							
May							
June							

\* Not seasonally adjusted.

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Over-the-Counter Market

High	Low	Company	Price	Change	Div. (p)	Yield %	Fully paid
142	120	Asco. Brit. Ind. Ltd.	134	+1	8.3	4.7	10.2
156	117	Asa. Brit. Ind. CULS...	144	—	10.0	6.9	—
78	56	Airsprung Group	61	—	5.1	10.9	16.0
38	21	Armstrong & Rhodes...	25	—	1.4	—	—
330	141	Bendon Hill	320	—	8.8	2.7	12.8
21	16	Bry Technology	17	—	3.0	7.3	5.8
201	190	CCL Ordinary	190	—	12.0	6.3	—
152	121	CCL Type Conv. Pref.	140	—	15.7	17.2	—
100	100	Corbondum Abrasives	100	—	—	—	—
249	100	Cindico Group	100	—	5.7	1.1	—
59	45	Deborah Services	56	—	6.0	8.0	35.3
224	75	Frank Hovell	228	—	4.2	—	—
204	75	Frank Hovell Pr Ind 87	204	—	4.7	—	—
99	22	Frederick Peaker	36	+1	4.4	18.5	—
39	22	George Allen	25	—	—	—	—
90	46	Ind. Precision Castings	47	—	7.8	15.6	16.2



# SECTION III - INTERNATIONAL MARKETS

# FINANCIAL TIMES

Thursday July 5 1984

Well-received launch for \$100m Coca-Cola Eurobond, Page 42

WORLD STOCK MARKETS 34  
LONDON STOCK EXCHANGE 35-37  
UNIT TRUSTS 38-39  
COMMODITIES 40 CURRENCIES 41  
INTERNATIONAL CAPITAL MARKETS 42

## WALL STREET

### Refunding amid retail drought

BOND markets on Wall Street today face an auction of \$4bn of 20-year U.S. Treasury bonds - the last leg of a \$15.5bn mini-refunding - with some uncertainty, writes Terry Byland in New York.

Prices closed sharply higher ahead of the July 4 holiday, helped by a favourable outcome to Tuesday's sale of \$5.5bn in seven-year notes. But the market had almost closed down for the

Wall Street markets were closed yesterday for the Independence Day holiday.

holiday by the time the auction result was known, and the late gains in prices reflected little in the way of real business.

Tuesday's auction brought an average yield of 13.83 per cent on the seven-year notes. It goes almost without saying that this was the highest for two years, and reflects the continued rush by investors towards the short end of the credit markets. Fund managers prefer their new bond acquisitions to have maturities of less than four years.

The yield was about seven basis points lower than had been seen earlier

this week in the when-issued market, where the notes traded on a yield-only basis ahead of the auction. The prospective yield had already been trimmed to just above the auction rate by mid-session on Tuesday when the auction got under way.

But retail demand has remained virtually non-existent in the credit markets over the past week, and traders face difficulties in selling the notes to their customers.

The bond market has already taken severe punishment at the two previous Treasury auctions held earlier this year, which were both followed, a few weeks later, by a sudden collapse in bond prices as traders cut their losses and sold stock at fire sale prices.

The first leg of the current auction, of \$6bn in four-year Treasury notes, passed off successfully, although the average rate rose by 162 basis points from the previous sale of similar Treasury issues. A major attraction for fund managers is the price stability of the four-year note, which returns a yield comparable with the longer-dated issues.

Today's auction of 20-year bonds will be keenly watched as an indicator of the immediate prospects for the bond market, which has been falling sharply on inflationary fears. Prices are notoriously volatile at this end of the market and the upturn late on Tuesday could prove vulnerable as traders await the auction result.

The new bonds have one market point in their favour. Traders will want to buy the bonds for "stripping" operations, in which the dividend coupon is stripped out, leaving the bond available for trad-

ing as a zero-coupon issue, a form attractive to the current market.

However, zero-coupon conversion has not proved an adequate antidote to the absence of retail interest at past auctions. Earlier in the week, the pre-auction market was showing yields of 13.82 per cent on the prospective new bonds - it was trimmed to 13.78 per cent on Tuesday. Early when-issued trading today will provide some indication of just how far Wall Street is from a 14 per cent yield at the long end of the bond market.

## LONDON

### Progress as sellers stay away

A FIRM improvement in leading share values in London was attributable more to stock shortages than to any early indication of an impending shift in market sentiment.

Business volume in both equities and gilts was on the low side although one or two smaller institutional buyers of equities were initially active.

Fresh attempts to find a solution to the UK miners' dispute, together with a slight easing of the upward pressures on U.S. interest rates, encouraged early demand, having helped to soothe London anxieties over dearer money terms.

The FT Industrial Ordinary index added 12.8 to end at the day's best of 834.1, reflecting the shortage of stock, since not one of the constituents registered a double figure gain.

Many financials also advanced impressively amid light demand but scarce supply, led by the life assurance sector. Longer dated government stocks closed slightly off their best for the day, but still with rises extending to 1/4 while some low coupon shorts were also popular, closing around 1/4 ahead.

Chief price changes, Page 34; Details, Page 35; Share information service, Pages 36-37.

## HONG KONG

CONTINUED SPECULATION about the possibility of higher U.S. interest rates and their effect on local values depressed shares for the third successive day in Hong Kong.

The Hang Seng index was at another low for the year, down 11.50 for the regular half-day session at 850.33 after some late covering had lifted shares from the day's lows.

Swire Properties dipped 5 cents to HK\$7.25, Hongkong Land 5 cents to HK\$2.32, Jardine Matheson 10 cents to HK\$7.70 and Sun Hung Kai Properties 50 cents to HK\$5.05.

Among other leaders, Cheung Kong shed 15 cents to HK\$7.25, Hongkong shed 5 cents to HK\$2.32, Jardine Matheson 10 cents to HK\$7.70 and Sun Hung Kai Properties 50 cents to HK\$5.05.

## SINGAPORE

BARGAIN-HUNTING in a recently oversold market, together with some covering support, underpinned a modest advance in Singapore.

The Straits Times index climbed 8.02 to 901.0 on turnover which had risen to 12.9m shares from the previous day's 10m.

Pan Electric topped the active list with 2.7m shares traded, and it added 7 cents to S\$2.11.

Consolidated Plantations benefited from an overall rise for the sector, adding 4 cents to S\$3.74, while the property and retail company Cold Storage also rose 4 cents to S\$3.04.

However, Singapore Land shed 6 cents to S\$3.74 while in a generally steady hanks sector Malayan Banking dipped 5 cents to S\$8.35.

## AUSTRALIA

FIRMER BASE metal prices helped Sydney to overcome a subdued start, and gains were registered across the board as the market finished on a firmer note.

The All Ordinaries index added 7.2 to 683.4. BHP led the gains, adding 16 cents to A\$9.46, but CSR dipped a further 2 cents to A\$3.18 as the market reacted to its diversification plans.

The improved metals prices helped MIM up 13 cents to A\$2.68, Westerm Mining 10 cents to A\$3.12 and CRA 7 cents to A\$4.62.

## SOUTH AFRICA

GOLD shares ended mixed after a dull Johannesburg session with investors wary of taking new positions while the hullion price remains directionless.

Randfontein Estates gained R1 to R196 but Southvaal eased 50 cents to R80 and Vaal Reefs dipped R2 to R180. Mining financials were little changed while De Beers added 5 cents to R9.10.

## CANADA

SHARES continued their moderately lower trend in Toronto with losses by oils, golds and management issues outweighing good gains among property and media stocks.

Montreal was also lower with moderate losses registered by banks, industrials, minings and utilities.

## EUROPE

### Firm tone eludes Frankfurt

THE FIRMER tone which emerged in Tuesday's late dealings on the European bourses carried over to yesterday, although volume by and large remained on the thin side. There was, however, one notable exception to the more buoyant trend - Frankfurt, which remained clouded by uncertainty over the eventual impact on corporate profits of the strike campaign which ended last week.

An increased tendency to sell was being detected by mid-morning, and the Commerzbank index moved 4.9 lower to 983.0.

Hardest hit, as on Tuesday, were the car makers. Daimler-Benz slipped DM 4.20 to DM 563 after its chairman told the annual meeting that the recent disruption to output meant that targets for the year could no longer be met although it hoped to maintain the dividend.

BMW curtailed its loss to DM 1 at DM 384.50 after announcing strong demand on its motorcycle side, while VW shed DM 4.50 to DM 183.50 and Porsche DM 13 to DM 970.

The engineering sector was again better supported, underpinned by industry association figures showing a good order inflow. Price gains were hard to come by, hut GHV and KHD both held steady at a respective DM 139 and DM 229.50.

Reported attempts to sell a large block in Conti-Gummi took the tyre maker's price down DM 3.50 to DM 124.50.

Domestic bonds, including the latest state issue, held sufficiently steady for Bundesbank to offload DM 19.2m in paper.

Demand in Amsterdam centred on Royal Dutch, FI 2.10 higher at FI 152.00, and Unilever, up FI 2 to FI 258.50. Foreign buying was also noted in Gist Brocades, taking the biotechnology issue FI 1.70 upward to FI 142.20 after reversing an opening loss of 50 cents.

Banks moved erratically, leaving ABN FI 1.50 lower at FI 315 hut Ned Mid 50 cents firmer at FI 137.

Scattered buying support left domes-

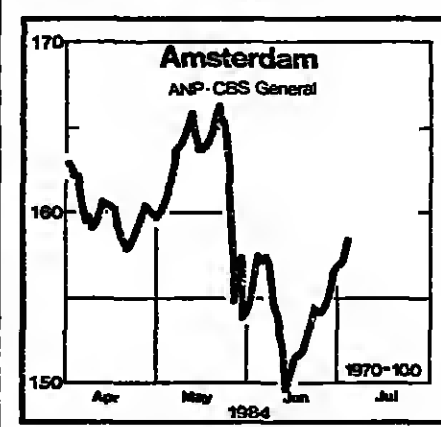
tic bonds between 10 and 20 basis points higher.

Milan managed to shake off its concerns over the durability of the ruling Italian coalition, but conditions remained quiet, and the direction of after-hours business was again downward.

Fiat was to the fore with a L90 gain to L3,990 after the approval by its shareholders of a large capital increase. Other gains included L61 for Pirelli SpA at L1,623 and L48 for La Centrale at L1,999.

Bonds eased somewhat as the Treasury released initial terms for its latest bill tender, indicating generally unchanged yields.

Favourable projections for the French economy encouraged Paris. A first-half turnover boost for Carrefour allowed the foods group a PFr 29 gain at PFr 1,340.



while Cie Francaise des Petroles put on PFr 7.30 to PFr 283 on news of an onshore oil find.

New government paper was in good demand.

A steady Zurich result showed Hoffmann-La Roche SwFr 100 higher at SwFr 9,450 and Swiss Volksbank among the best on the financial side with a SwFr 20 advance to SwFr 1,370.

Domestic bonds were thinly dealt but also held firm.

The Brussels pattern was similar, with activity confined mainly to market leader Petrofina, which rose BFr 40 to BFr 8,590.

Some profit-taking developed in Stockholm after rallying against the trend the previous session. Volvo slipped SKr 1 to SKr 254, its new level reflecting a two-for-one stock split effective from Tuesday. Pharmacia held up, putting on SKr 3 to SKr 281.

Banks led Madrid higher.

## TOKYO

### Incentives found for fresh rise

A SLIGHT rally developed in Tokyo stocks yesterday after two losing sessions, with incentive-backed issues recommended by large securities houses arousing speculative interest, writes Shigeo Nishiwaki of Jiji Press.

Incentive-backed shares like Kuraray, Onoda Cement, Asahi Chemical and Toei reached new peak prices, and high-priced blue-chip stocks such as Kyocera also climbed on small-lot buying.

The Nikkei-Dow market average of 225 selected stocks gained 29.59 to 10,375.84. Volume grew to 386.91m shares from 282.26m on Tuesday.

Kuraray, the target of growing speculative interest on its anti-cancer drug development, again led the active list with 30.04m shares changing hands. It jumped Y27 to Y877, exceeding the previous high of Y860 set on June 19.

After the close, the securities authorities decided to tighten restrictions on margin trading in Kuraray from today, raising the collateral requirement to 70 per cent from the present 60 per cent and increasing the cash component to 30 per cent from 20 per cent.

Onoda Cement advanced Y15 to Y366, Asahi Chemical Y6 to Y629, Toei Y59 to Y529 and Todoyama Soda Y18 to Y612, all surpassing their previous highs recorded toward the end of June.

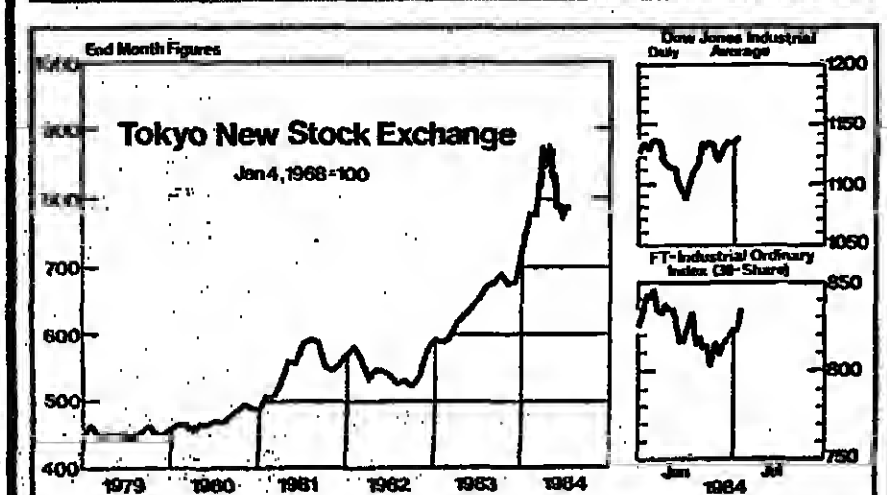
Elsewhere, interest was evident in some drug issues which were viewed as underpriced.

Blue chip stocks generally remained weak, but some high-priced issues gained ground with Kyocera firming Y90 to Y8,310 and Pioneer Y60 to Y2,670.

Riccar slipped Y14 to Y198 for a three-day fall of Y54.

The bond market firmied on speculative buying by some securities firms, although the yen weakened further against the dollar, breaking through the Y240 level at one stage. Institutional investors generally held to the sidelines awaiting the outcome of the U.S. Treasury 20-year bond auction today and a clearer trend for the yen.

## KEY MARKET MONITORS



STOCK MARKET INDICES			
	July 4	Previous	Year ago
<b>NEW YORK</b>			
DJ Industrials	closed 1,314.28	1,228.29	
DJ Transport	closed 479.42	588.61	
DJ Utilities	closed 124.37	128.92	
S&P Composite	closed 153.70	168.84	
<b>LONDON</b>			
FT Ind Ord	834.1	821.3	696.6
FT-SE 100	1,063.3	1,050.2	967.5
FT-A All-share	497.94	491.87	446.44
FT-A 500	540.87	534.58	484.06
FT Gold mines	599.3	606.3	617.2
FT-A Long gilt	10.99	11.03	10.42
<b>TOKYO</b>			
Nikkei-Dow	10,375.84	10,349.25	8,871.58
Tokyo SE	789.30	788.12	659.75
<b>AUSTRALIA</b>			
All Ord.	663.4	656.2	608.1
Metals & Mins.	428.7	419.0	535.3
<b>AUSTRIA</b>			
Credit Aktien	53.98	53.91	53.36
<b>BELGIUM</b>			
Belgian SE	142.16	141.43	128.69
<b>CANADA</b>			
Toronto			
Metals & Mins	1,833.9*	1,835.5	
Composite	2,215.4*	2,220.8	2,439.9
Montreal			
Portfolio	107.79*	109.27	123.48
<b>DENMARK</b>			
Copenhagen SE	181.76	181.53	155.81
<b>FRANCE</b>			
CAC Gen	171.4	170.4	125.4
Ind. Tendence	110.0	109.3	77.9
<b>WEST GERMANY</b>			
FAZ-Aktien	340.96	342.08	325.25
Commerzbank	983.0	987.9	955.7
<b>HONG KONG</b>			
Hang Seng	850.33	861.83	1,035.97
<b>ITALY</b>			
Banca Com.	208.39	207.25	188.84
<b>NETHERLANDS</b>			
ANP-CBS Gen	158.5	157.2	136.1
ANP-CBS Ind	127.2	128.7	110.3
<b>NORWAY</b>			
Oslo SE	236.49	230.2	187.32
<b>SINGAPORE</b>			
Straits Times	901.0	894.98	978.96
<b>SOUTH AFRICA</b>			
Golds	976.1	977.8	886.2
Industrials	1,021.1	1,023.1	964.0
<b>SPAIN</b>			
Madrid SE	128.88	125.81	118.41
<b>SWEDEN</b>			
J & P	1,489.88	1,502.43	1,375.88
<b>SWITZERLAND</b>			
Swiss Bank Ind	382.5	381.1	333.6
<b>WORLD</b>			
Capital Int'l	174.0	174.3	181.2
<b>GOLD (per ounce)</b>			
London	368.25	368.25	
Frankfurt	369.25	368.50	
Zurich	369.00	368.50	
Paris (fixing)	370.26	369.97	
Luxembourg (fixing)	370.25	369.80	
New York (July)	closed	369.70	

## Banco Arabe Español

### المصرف العربي الإسباني

The following are extracts from the speech delivered by the Chairman of the Board of Directors, Mr. Abdulla A. Saudi:

- Net income for 1983 before provisions for possible loan losses and income taxes amounted to Pesetas 3,821 Million, equivalent to US\$ 24.38 Million. Net profits after income taxes reached Pesetas 1,561 Million.
- Total foreign currency and Peseta deposits at the end of the year totalled the equivalent of US\$ 1,347 Million.
- On May 26th, 1983 the General Assembly decided to double Aresbank's share capital to reach Pesetas 10,500 Million. On December 26th, Pesetas 1,500 Million were

disbursed, thus bringing the paid-in capital to Pesetas 6,750 Million at year end.

- The Barcelona branch is performing satisfactorily, while our new office in Marbella will be opened this summer.
- Our two main subsidiaries Banco de la Exportación and Arestrade showed profits of Pesetas 162 Million and Pesetas 170 Million respectively. Our other subsidiaries, Aresleasing, Aresinvest and Areservice have also continued their satisfactory development.

**Audited balance sheet\* (in millions of Spanish pesetas) - December 31st**

ASSETS	1982	1983	LIABILITIES AND SHAREHOLDERS' EQUITY	1982	1983
Cash and Bank of Spain	939	251	Deposits	5,426	6,233
Due from banks	112,672	125,784	Due to banks	165,864	200,877
Loans and bills portfolio	67,509	91,908	Cash bonds	3,700	3,700
Provision for possible loan and bill losses	1,676	2,599	Accrued interest payable	3,453	2,969
	65,833	89,309	Redeemed bills in Bank of Spain	1,356	-
			Notes payable and other liabilities	1,181	1,458
Securities portfolio	5,533	7,729	Current income tax	291	418
Bank premises and equipment, net of allowances for depreciation	1,076	1,412	Other liabilities	1,446	217,805
Accrued interest receivable	3,959	3,131			
Other assets	1,012	2,018	Pension plan	-	6
	191,024	229,634			
Acceptances, documentary credits, guarantees and notes with bank endorsement.	32,725	53,732	SHAREHOLDERS' EQUITY		
	223,749	283,366	Share capital	5,250	10,500
			Capital increase not yet paid-in	-	3,750
			Paid-in share capital	5,250	6,750
			Retained earnings	1,527	3,512
			Net income for the year	1,550	1,561
				8,327	11,823
				191,024	229,634

Mid market rate exchange: 1 US\$ = 128.60 Ptas. 1982  
156.70 Ptas. 1983

\* These are abbreviated financial statements extracted from those expressed in Pesetas audited by Ernst & Whinney. Full audited financial statements are available upon request to the Bank.

A.B.E. n.º 14973



WORLD STOCK MARKETS

Indices

NEW YORK-DOW JONES table with columns for date, index value, and percentage change.

NYSE ALL COMMON table with columns for date, index value, and percentage change.

STANDARD AND POORS table with columns for date, index value, and percentage change.

IND. P/E RATIO table with columns for date, ratio, and percentage change.

TORONTO table with columns for date, index value, and percentage change.

Table of stock prices for various countries including Australia, Austria, Belgium, Denmark, France, Germany, Hong Kong, Italy, Japan, Netherlands, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, and the UK.

Table of stock prices for Germany, Norway, and Sweden.

Table of stock prices for Australia (continued) and Japan (continued).

CITICORP OVERSEAS FINANCE CORPORATION N.V. advertisement featuring DM 150,000,000 and 8% Deutsche Mark Bonds of 1984/1992.

- List of international banks and financial institutions including Deutsche Bank, Citicorp International Bank, and various regional banks.

Table of stock prices for France, Netherlands, and Australia.

TORONTO Closing prices July 3 table listing various Canadian stocks and their prices.

Table of stock prices for Singapore and South Africa.

MONTREAL Closing prices July 3 table listing various Canadian stocks and their prices.

Mercantile House Holdings plc advertisement including a logo, company details, and a list of chief price changes.







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BRITISH FUNDS. Table with columns for Stock, Price, Div, and %Yield. Includes 'Shorts' (Lives up to Five Years) and 'Five to Fifteen Years'.

Over Fifteen Years. Table with columns for Stock, Price, Div, and %Yield. Includes 'Index-Linked' and 'Undated'.

INT. BANK AND O/EAS GOVT STERLING ISSUES. Table with columns for Stock, Price, Div, and %Yield. Includes 'CORPORATION LOANS' and 'COMMONWEALTH AND AFRICAN LOANS'.

LOANS. Table with columns for Stock, Price, Div, and %Yield. Includes 'Public Board and Ind.' and 'Financial'.

FOREIGN BONDS & RAILS. Table with columns for Stock, Price, Div, and %Yield.

AMERICANS

Table with columns for Stock, Price, Div, and %Yield. Includes 'BEERS, WINES—Cont.' and 'BUILDING INDUSTRY, TIMBER AND ROADS'.

CANADIANS. Table with columns for Stock, Price, Div, and %Yield.

BANKS, HP & LEASING. Table with columns for Stock, Price, Div, and %Yield.

BEERS, WINES & SPIRITS. Table with columns for Stock, Price, Div, and %Yield.

BEERS, WINES—Cont.

Table with columns for Stock, Price, Div, and %Yield. Includes 'BUILDING INDUSTRY, TIMBER AND ROADS'.

CHEMICALS, PLASTICS. Table with columns for Stock, Price, Div, and %Yield.

DRAPERY AND STORES. Table with columns for Stock, Price, Div, and %Yield.

DRAPERY AND STORES. Table with columns for Stock, Price, Div, and %Yield.

DRAPERY & STORES—Cont.

Table with columns for Stock, Price, Div, and %Yield. Includes 'ELECTRICALS'.

ELECTRICALS. Table with columns for Stock, Price, Div, and %Yield.

FOOD, GROCERIES, ETC. Table with columns for Stock, Price, Div, and %Yield.

ENGINEERING. Table with columns for Stock, Price, Div, and %Yield.

ENGINEERING—Continued

Table with columns for Stock, Price, Div, and %Yield. Includes 'HOTELS AND CATERERS'.

HOTELS AND CATERERS. Table with columns for Stock, Price, Div, and %Yield.

INDUSTRIALS (Misc.). Table with columns for Stock, Price, Div, and %Yield.

INDUSTRIALS (Misc.). Table with columns for Stock, Price, Div, and %Yield.

INDUSTRIALS (Misc.)

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Table with columns for Stock, Price, Div, and %Yield.

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Financial Times Thursday July 5 1984

INDUSTRIALS—Continued

Table of industrial stocks including companies like British Petroleum, Shell, and ICI, with columns for stock price, high, low, and volume.

LEISURE—Continued

Table of leisure-related stocks such as British Airways, British Telecom, and British Gas.

PROPERTY—Continued

Table of property-related stocks including various real estate and construction companies.

INVESTMENT TRUSTS—Cont.

Table of investment trusts such as British American Investment Trust and British Venture Investment Trust.

OIL AND GAS—Continued

Table of oil and gas stocks including BP, Shell, and other energy companies.

Saitama Bank advertisement with logo and contact information: 'The Japanese bank that helps you grow'.

MINES—Continued

Table of mining stocks including Anglo American, De Beers, and other mineral companies.

MOTORS, AIRCRAFT TRADES

Table of motor and aircraft trade stocks such as British Aerospace and Rover.

Commercial Vehicles

Table of commercial vehicle stocks including Leyland and other manufacturers.

SHIPPING

Table of shipping stocks such as P&O, Cunard, and other maritime companies.

SHOES AND LEATHER

Table of shoes and leather goods stocks including Clarks and other footwear companies.

SOUTH AFRICANS

Table of South African stocks including Anglo American and De Beers.

Tins

Table of tin stocks including various mining and metal companies.

NEWSPAPERS, PUBLISHERS

Table of newspaper and publishing stocks such as News International and Newsprint.

PAPER-PRINTING ADVERTISING

Table of paper, printing, and advertising stocks including Newsprint and other media companies.

TEXTILES

Table of textile stocks such as J. & F. Wright and other textile manufacturers.

TOBACCO

Table of tobacco stocks including British American Tobacco and other tobacco companies.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land stocks including various investment and financial companies.

PLANTATIONS

Table of plantation stocks such as United Plantations and other agricultural companies.

INSURANCES

Table of insurance stocks including British American Insurance and other insurance companies.

PROPERTY

Table of property stocks including various real estate and construction companies.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land stocks including various investment and financial companies.

FINANCE, LAND, etc

Table of finance, land, and other stocks including various financial and land companies.

OVERSEAS TRADERS

Table of overseas trader stocks including various international trading companies.

NOTES

Notes section containing various financial notices, company announcements, and market commentary.

LEISURE

Table of leisure stocks including British Airways, British Telecom, and other leisure-related companies.

PROPERTY

Table of property stocks including various real estate and construction companies.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land stocks including various investment and financial companies.

INVESTMENT TRUSTS

Table of investment trusts such as British American Investment Trust and British Venture Investment Trust.

OIL AND GAS

Table of oil and gas stocks including BP, Shell, and other energy companies.

REGIONAL & IRISH STOCKS

Table of regional and Irish stocks including various companies from different regions and Ireland.



AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trust, Aiken Home, Allied Unit Trusts, and others, with columns for name, manager, and performance data.

FT UNIT TRUST INFORMATION SERVICE

Main table of FT Unit Trust Information Service, listing numerous unit trusts like Britannia Group, Broadway, and many others, with columns for name, manager, and performance data.

F.T. CROSSWORD PUZZLE No. 548

Crossword puzzle grid with clues: 1 A grammatical building (12), 10 Size is pointless, following broken time detail (7), etc.

Answers to crossword puzzle: 1 MOUNTAIN DRIFTS, 10 RUN LAME AND INJURE THE FIGURE (7), etc.

Table of Financial Times Life Insurance Companies, listing various life insurance providers and their details.

Handwritten signature or mark at the bottom of the page.



INSURANCE, OVERSEAS & MONEY FUNDS

Table of insurance and overseas funds including Life Assurance Co Ltd, National Provident Institution, and various international investment funds.

Table of insurance and overseas funds including Save & Prosper Group, Target Life Assurance Co Ltd, and various international investment funds.

Table of insurance and overseas funds including CAL Investments (IOM) Ltd, Grindley Henderson Mgmt Ltd, and various international investment funds.

Table of insurance and overseas funds including various international investment funds and money market trusts.

Table of money market trusts and bank accounts including Money Market Trust Funds and Money Market Bank Accounts.

OFFSHORE AND OVERSEAS

Table of offshore and overseas funds including various international investment funds and money market trusts.

Money Market Trust Funds

Money Market Bank Accounts

NOTES: Interest rates are given both as a nominal rate and an annual percentage rate adjusted for frequency of interest.



COMMODITIES AND AGRICULTURE

Record sugar export subsidy

BY RICHARD MOONEY

THE European Commission authorised record sugar export rebates at its weekly tender in Brussels yesterday. It granted export licences on 50,250 tonnes of white sugar and set the maximum export rebate at 429.76 European currency units (E253) per tonne.

The world sugar price has been under pressure for a sometime because of a persistent surplus of production over demand and the ineffectiveness of the ISA in matching export availability to the market.

It is expected that the ISA will be able to bring the sugar trade into balance disappeared last week when the EEC and other leading exporters gave up on a last-ditch attempt to agree on export quotas.

Lead prices rally on Peruvian strike

BY JOHN EDWARDS, COMMODITIES EDITOR

LEAD PRICES rallied on the London Metal Exchange yesterday, after falling for 25 of the 26 following news that workers at the state-owned Peruvian silver and lead producer, Centromin, had gone on an indefinite strike to protest for last year's profit bonus.

Reuter reported from Lima that the union claimed 90 per cent of the company's 17,000 employees had joined the strike.

Cash lead closed \$6 up at \$378.5 a tonne. The market was also boosted by forecasts of further shipments of stocks out of the LME warehouses by merchants and producers covering delivery commitments.

Third World fertiliser aid scheme sought

BY MARY CHERRY

THE International Fertiliser Industry Association expects developing countries to remain the most dynamic sector of the world fertiliser market, said Mr K. C. Windridge, the association's secretary general, at the Agro-Energy Roundtable's fifth annual conference, in Geneva.

needed. Such credit would be repaid in a specific period when prices fell. He said the UN Food and Agriculture Organisation had suggested the International Monetary Fund should consider compensatory financing facility for this purpose, similar to that set up for cereals a few years ago but neither the IMF nor the World Bank claimed to be suited to universal commodity credit schemes.

Soviet Union resumes U.S. wheat purchases

THE Soviet Union, after nearly three months' absence, has re-entered the U.S. grain market and bought 1.2m tonnes of wheat, according to the U.S. Agriculture Department.

The Soviet Union's last major purchase of U.S. grain was in March but there have been recent reports that its crop this year would be below last year's relatively poor harvest of about 190m tonnes.

Young Turks thrive on New York futures exchanges

BY NANCY DUNNE IN WASHINGTON



Mrs Rosemary McFadden, president of New York Mercantile Exchange (Nymex), the first woman to head any exchange, and Mr Michael Marks, Nymex chairman.

THE ACCENT is on youthful leadership at New York's futures exchanges. Aggressive young men and women are taking over their floors—they chart a difficult course between the demands for innovation and new growth, and regulatory requirements that they give careful supervision to their markets.

So far, the young Turks appear to be thriving—and all the exchanges are benefiting from an increase in trading volume. In the wake of the Hunt silver debacle, Mr Alan Brody was appointed president of the New York Commodity Exchange (Comex) at 28, he was the youngest man ever to assume that post on a U.S. futures exchange.

Mr James Bove, senior vice-president of the Coffee, Sugar and Cocoa Exchange (CSCE), is, at 32, responsible for the exchange's first foray into index contracts. CSCE prays that index trading will continue as a prime concern of the business community.

business. After the silver collapse was moved over to the exchange as vice-president and chief legal officer. His unappreciable and his 11-hour days paid off. A year later he was president.

PRICE CHANGES

Table with columns: In tonnes unless stated otherwise, July 4 1984, + or -, Month ago. Rows include Metals (Aluminium, Lead, Copper, Tin), Grains (Wheat, Corn, Soybeans), and other commodities.

BRITISH COMMODITY PRICES

Table with columns: Commodity, Unit, Price. Rows include BASE METALS (Copper, Lead, Zinc), SILVER, COPPER, TIN, COCOA, COFFEE, GRAINS, and WHEAT.

MEAT/FISH

Table with columns: Commodity, Price. Rows include MEAT COMMISSION (Average lamb, Beef, Pork), and FISH (Atlantic salmon, Haddock).

INDICES

Table with columns: Index Name, July 4, July 3, % Change. Rows include FINANCIAL TIMES, REUTERS, MOODY'S, and DOW JONES.

LONDON OIL

Table with columns: Oil Type, Price. Rows include Brent, Amman, and various grades of oil.

GAS OIL FUTURES

Table with columns: Month, Price. Rows include July, August, September, October, November, December.

SOYABEAN MEAL

Table with columns: Meal Type, Price. Rows include 48% and 63% protein meal.

NEW ZEALAND EXPORT

THE New Zealand Government is considering a NZ\$70m (E33m) initial contract for the export of high-quality water from a protected scenic area in the South Island's fiordlands.

GOLD MARKETS

Table with columns: Gold Bullion (Fine ounce), Price. Rows include London, New York, and other markets.

LEAD

Table with columns: Lead Type, Price. Rows include High Grade, Standard, and other grades.

COFFEE

Table with columns: Coffee Type, Price. Rows include Arabica, Robusta, and other types.

WHEAT

Table with columns: Wheat Type, Price. Rows include various grades of wheat.

EUROPEAN MARKETS

Table with columns: Commodity, Price. Rows include Wheat, Sugar, and other European market items.

ALUMINIUM

Table with columns: Aluminium Type, Price. Rows include various grades of aluminium.

WHEAT

Table with columns: Wheat Type, Price. Rows include various grades of wheat.

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CURRENCIES; MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

FINANCIAL FUTURES

Dollar and pound weaker

The dollar eased in quiet foreign exchange trading, influenced by the closure of U.S. markets for Independence Day.

The dollar's trade-weighted index rose to 133.1 from 133.0. Sterling rose against the dollar in 1984 to 1.4995 from 1.4980.

The dollar was fixed at DM 2.8107 against the D-mark at yesterday's fixing in Frankfurt.

These factors, coupled with fears that central banks would attempt to push the dollar down in the absence of the New York market, prevented any attempt to push the dollar higher in Europe.

The dollar fell to DM 2.8170 from DM 2.8120 against the D-mark. The Swiss franc rose to Sfr 1.5650 from Sfr 1.5620.

Elsewhere sterling eased to Bfr 57.1500 yesterday up from Bfr 57.0350 from Bfr 57.0000.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Currency, % change from July 4, % change from previous close.

DM 88.69 and the Belgian franc was unchanged at Bfr 4.917 per Bfr 100.

BEIGIAN FRANC—Trading range against the dollar in 1984 is \$7.52 to \$2.34. June average \$8.80, trade weighted index \$8.8 against \$9.0 six months ago.

The dollar was fixed at DM 2.8107 against the D-mark at yesterday's fixing in Frankfurt.

Elsewhere sterling eased to Bfr 57.1500 yesterday up from Bfr 57.0350 from Bfr 57.0000.

Eurodollars firm

Eurodollar prices were firmer in the London International Financial Futures Exchange yesterday but finished below the day's highs.

Better demand at the latest U.S. Treasury auction accounted for the initial firmer tone with the authorities faced with issues 2 1/2 times oversubscribed.

Treasury bonds were similarly motivated, helped by an advance in the U.S. long bond.

STERLING CONTRACTS

Sterling based contracts were generally firmer on the back of a firmer U.S. bond market.

The FTSE sector improved in line with a firmer equities market and the September price rose to 105.30 from 103.90.

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THE POUND SPOT AND FORWARD

Table with columns: Days' spread, Close, One month, % Three months, % Six months.

THE DOLLAR SPOT AND FORWARD

Table with columns: Days' spread, Close, One month, % Three months, % Six months.

OTHER CURRENCIES

Table with columns: Country, Currency, Rate.

CURRENCY MOVEMENTS

Table with columns: Bank of England, Morgan Guaranty, Index.

CURRENCY RATES

Table with columns: Currency, Rate.

STERLING CONTRACTS

Table with columns: Contract, Price.

DEUTSCHE MARKS

Table with columns: Contract, Price.

EXCHANGE CROSS RATES

Table with columns: Currency, Rate.

EURO-CURRENCY INTEREST RATES

Table with columns: Term, Rate.

MONEY MARKETS

London rates easier

Interest rates were slightly easier on London money markets yesterday, continuing to track movements in U.S. rates.

In the afternoon the Bank of England purchased another £200 million through £100 million bank bills in band 1 at 8 1/2 per cent.

In Paris the Bank of France cut its money market intervention rate to 11 1/2 per cent.

MONEY RATES

Table with columns: Term, Rate.

LONDON MONEY RATES

Table with columns: Term, Rate.

DISCOUNT FINANCE DEPOSIT AND BILL RATES

Table with columns: Term, Rate.

NEW YORK (Lunchtime)

Table with columns: Term, Rate.

MONEY RATES

Table with columns: Term, Rate.

INTERBANK FIXING

Table with columns: Term, Rate.

FT LONDON

Table with columns: Term, Rate.

MONEY RATES

Table with columns: Term, Rate.

NEW YORK (Lunchtime)

Table with columns: Term, Rate.

MONEY RATES

Table with columns: Term, Rate.

CAREER FUTURES COMMUNITY LIFE RECRUITMENT Jonathan Wren Please contact: Michael Hutchings 01 623 1266

Contracts & Tenders

INVITATION TO SUBMIT TENDERS

Interested parties are hereby invited to present offers for the building of a 1,000 ton/dwt and 5,000 ton/dwt petroleum product tankers for the government-owned oil company, Sonangol U.E.E., Luanda, R.P. Angola.

Company Notices

ENERGY INTERNATIONAL N.V. (Incorporated in the Netherlands) Shareholders in the Fund are invited to attend the Annual General Meeting of the Fund.

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INTERNATIONAL CAPITAL MARKETS

Coca-Cola \$100m bond well received

BY MAGGIE URRY IN LONDON

A SECOND U.S. borrower has braved the Eurodollar new issue market, which has been quiet since the repeal of withholding tax became near certain. This one, Coca-Cola, has a triple-A rating and its five-year \$100m bond was well received, trading at around a 1/8 discount to its 9 3/4% issue price.

The 12 1/2 per cent coupon looked a little tight, but the market responded to the scarcity value of the name. The deal was led by Morgan Guaranty, and interestingly the four co-lead arrangers are all European names - Credit Suisse First Boston, Deutsche Bank, Swiss Bank Corporation International and UBS. Perhaps that line-up, and the total fees at the usual 1 1/2 per cent, show the issuers' faith in the European distribution system and the commissions that go with it.

The issue is through Coca-Cola Export Corporation, but if the U.S. Government sorts out the current legal questions on back-up withholding tax before the deal is closed, the debt will be assumed by the parent company.

Banque Nationale de Paris launched a twin floating rate note deal raising a total of \$375m. In the Euromarkets \$250m is being issued, with BNP as lead manager and Credit Suisse First Boston as co-lead. The other \$125m was aimed at the Far East market, arranged by Daiwa Bank and Nomura Securities.

Both carry the same terms - a 12 year life, and a yield of 1/4 per cent over six-month London interbank mean rate (Libean), a rate 1/8 under the more usual London interbank offered rate (Libor). That is, the issue proved popular too, with the European note trading at a discount of around 0.15 per cent compared with total fees of 0.35 per cent.

The secondary Eurodollar market was quiet, with New York on hold-

day, but a firmer tone pushed prices up by as much as 1/8 point.

The Samurai market came back to life after being in the doldrums in June, when four issues were postponed. The World Bank is raising \$300m on a 12-year bond with a 7 1/2 per cent coupon. Priced at 99 1/2 by Daiwa Securities, the yield is 7.9 per cent.

In the D-Mark sector, Japan Finance Corporation for Municipal Enterprises, made its debut issuing a seven-year DM 100m bond with a 7 1/2 per cent coupon. It is guaranteed by the Japanese Government. Caisses Nationales des Autoroutes also had state backing for its DM 100m issue - a 10-year bond with a 8 1/2 per cent coupon, again priced at par. The lead manager was Westdeutsche Landesbank.

Seasoned D-Mark bonds were little changed in low turnover, as were Swiss franc issues.

Up to a quarter of Portugal's new \$400m Eurocredit may be raised in ECU's, the currency basket of the EEC, Orion Royal Bank, one of the lead managers said yesterday. The loan, which bears a margin of 1/4 per cent for the first three years rising to 1/2 per cent for the next four, was increased from an original target of \$300m on Tuesday following the agreement of 25 banks to participate as lead managers.

Previously Portugal had expected to raise only \$50m equivalent in ECU's, but this figure has become a minimum target for the ECU tranche following the overall increase in the amount.

FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. The following are closing prices for July 4.

Table with columns: U.S. DOLLAR, Issue, Issued, Bid, Offer, Change on day, Yield. Includes entries for Alaska Housing, American Savings, American Sav, etc.

Table with columns: Issue, Issued, Bid, Offer, Change on day, Yield. Includes entries for Deutsche Mark, Allied Chemical, Asea, etc.

Table with columns: Issue, Issued, Bid, Offer, Change on day, Yield. Includes entries for Swiss Franc, Swiss Bank, Swiss Bank, etc.

Table with columns: Issue, Issued, Bid, Offer, Change on day, Yield. Includes entries for Japanese Yen, Daiwa Bank, Daiwa Bank, etc.

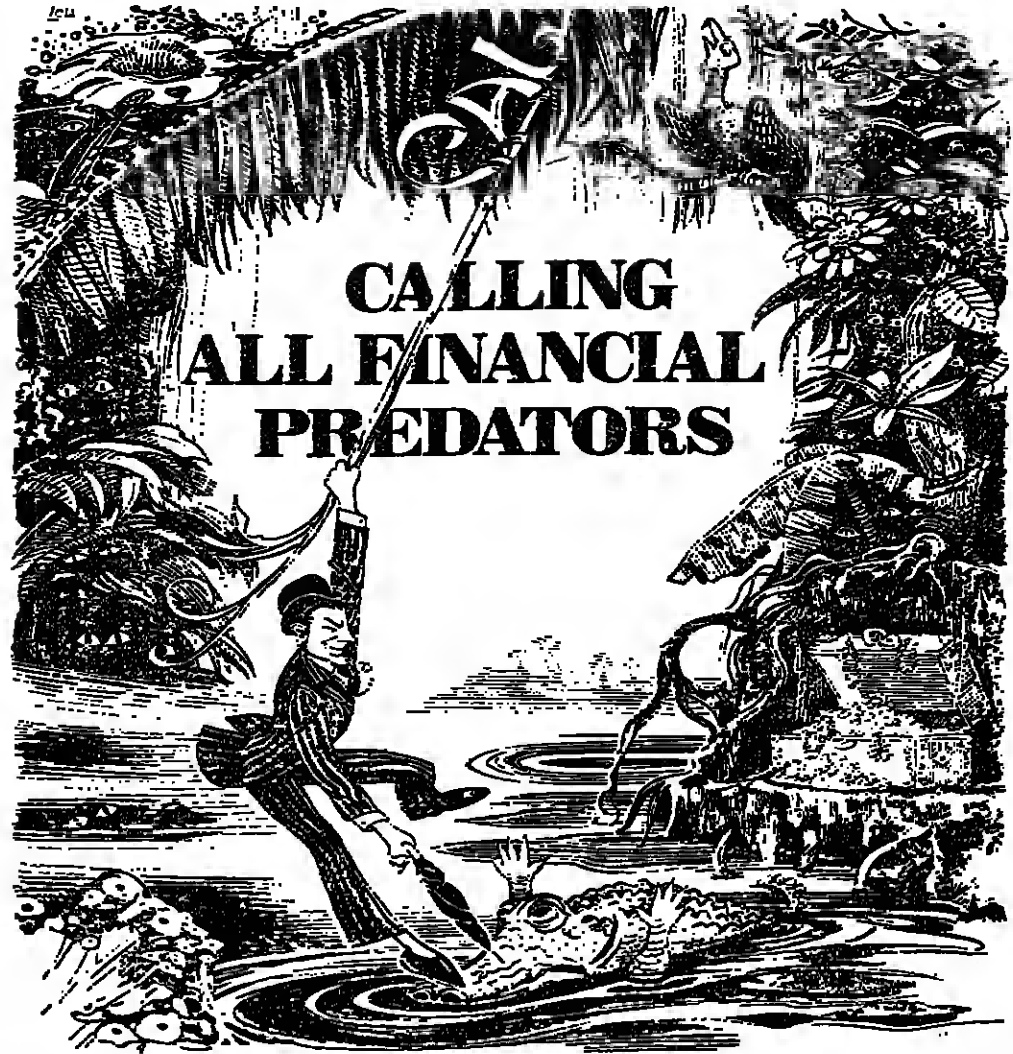
Table with columns: Issue, Issued, Bid, Offer, Change on day, Yield. Includes entries for Sterling, British Gov, British Gov, etc.

Table with columns: Issue, Issued, Bid, Offer, Change on day, Yield. Includes entries for Yen, Daiwa Bank, Daiwa Bank, etc.

Table with columns: Issue, Issued, Bid, Offer, Change on day, Yield. Includes entries for Yen, Daiwa Bank, Daiwa Bank, etc.

Table with columns: Issue, Issued, Bid, Offer, Change on day, Yield. Includes entries for Yen, Daiwa Bank, Daiwa Bank, etc.

Table with columns: Issue, Issued, Bid, Offer, Change on day, Yield. Includes entries for Yen, Daiwa Bank, Daiwa Bank, etc.



They say the commodity markets are a jungle, so do your big game hunting with us. For details of our daily safaris into the CBT, CME, IMM, COMEX, LIFFE, LME, LCE, etc., contact Mark King (of the jungle).

CAL Futures Limited, 37-39 St Andrew's Hill, London, EC4V 5DD. Telephone 01-236 5211

Large advertisement for Daewoo. Features the text 'DIVIDED WE STAND' in large, bold letters. Below it, a paragraph reads: 'Our name is Daewoo. For seventeen years, we have aggressively pursued one simple business philosophy. Diversify and grow. In Korea and around the world, Daewoo consistently proves its expertise in many areas: From trading to finance, electronics to construction, telecommunications to heavy machinery, auto manufacturing to shipbuilding.' Below this, another paragraph reads: 'This is where the "we" comes in. At Daewoo, people are our greatest resource. The kind of people who speak an international language of enthusiasm and innovation.' To the right, a smaller paragraph reads: 'People who earn, and keep, a reputation for getting the job done. And done on time. In short, the kind of people who make good partners.' At the bottom, the Daewoo logo is displayed with the slogan 'GOOD PEOPLE MAKE GOOD PARTNERS' and contact information: 'Daewoo Corp., C.P.O. Box 2810, 8269 Seoul, Korea Telex: Daewoo K23341-4'.

Advertisement for 'WALES SURVEY'. The text reads: 'The Welsh survey, due to appear in today's paper, will now be published on Friday July 6'. At the bottom, it says '© The Financial Times Ltd., 1984. Reproduction in whole or in part in any form without written consent. Data supplied by DATASTREAM International.'